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ABSTRACT

Test items for the introduction to psychology and leadership course (see the final reports which summarize the course development project, EM 010 418, EM 010 419, and EM 010 484) which were compiled as part of the project documentation and which are coordinated with the text-workbook on military management (EM 010 429, EM 010 430, EM 010 431, EM 010 457, and EM 010 505) are provided in this document. Progress check items with answer sheets, research pretest items, and unused items are included for criterion referenced test items, and cumulative posttest items with content references comprise research norm referenced items. EM 010 420 through EM 010 447 and EM 010 451 through EM 010 512 are related documents. (SH)

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ED 071311

UNITED STATES NAVAL ACADEMY

# INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

TEST ITEM POOL

PART V

MILITARY MANAGEMENT

VOLUME I

EM 010456

Westinghouse Learning Corporation
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# INTRODUCTION

The test items included in this book have been prepared for use in the course, An Introduction to Psychology and Leadership. They have been compiled as part of the project documentation. Additionally, some instructors may find them of use in preparing their own quizzes and tests. The Table of Contents on the next page indicates the classification of the test items within segments. The Progress Check answers are identified by a title page. The research pretest items are identified by the word PRE in the upper right hand corner of the page. The unused items on which there are no data are identified by their enclosure in the rectangular box. The research norm referenced test items are identified by the acronym CPT in the top right corner of each page.

For those unfamiliar with the differences between criterion referenced items and norm referenced items, the following is briefly offered. Criterion referenced items test learning of specific objectives. Students are expected to perform quite well on these items if they have adequately used the instructional materials. Their relationship to the terminal and enabling objectives are referenced for each. A norm referenced item should display more discrimination power, i.e., they are expected to reflect the distinctions between students who have depth of knowledge as opposed to those who have a superficial knowledge. Since they do more than merely test objectives, they should be used cautiously since it would not be unusual or unfavorable for a large percentage of students to choose incorrectly in answering this type of item.

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With content references.

United States Naval Academy

ED 071311

# INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

## PART FIVE

## MILITARY MANAGEMENT

### Segment I

### Introduction to Management and the Management Process

Progress Check

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WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

# INTRODUCTION TO MANAGEMENT AND THE MANAGEMENT PROCESS

## PROGRESS CHECK

Question 1.

Which of the following paragraphs best describes the concept of management?

a. Management is the activity performed by an executive whose duties and functions are to administer and manage affairs.

b. Management is the dynamic process by which objectives are accomplished that require the coordinated efforts of people and resources (time/money/material).

c. Management is the dynamic process by which the goals of an organization are accomplished by the upper echelons of the organization.

d. Management is a dynamic process involving guidance, leadership, and control of a group of individuals toward a common goal.

Question 2.

In which of the following situations is management evident?

a. MIDN Quill, the Editor-in-Chief of the Lucky Bag, supervises all the production tasks. He oversees copy writing and works closely with photographic, business and advertising staffs to insure timely delivery of the final product without cost overrun.

b. MIDN Thompson, the Company Mate, is responsible for the security of all decks in his company area. He maintains a log of events and his activities, passes the word, and when the postman brings mail for the company, he sorts it and places it in each midshipman's mailbox.

c. Both of the above

d. None of the above

Question 3.

One reason why management has become increasingly important in industry is that parent industries have expanded to such an extent that branch plants exist in almost every major population center. Which of the following statements gives a similar reason for the increasing importance of management to the military?

a. The armed forces has continually increased the complexity of its equipment and moved forward in advancing weapons technology.

b. The armed forces has considerably increased in size, resulting in the need for and use of high degree of specialization in officer and enlisted ranks, causing more centralization of authority.

c. The size and the mission of the armed forces have expanded so much that the military now has world-wide commitments. The mission of any command, no matter how remote, provides a vital link in the military task.

d. The Senate Armed Services Committee meets periodically with the Secretary of Defense to discuss budgetary problems in order to maintain tight control of allotted monies.

Question 4.

Which of the following statements best gives the reasons for the importance of management in industry?

a. Demands made by those in direct managerial capacity and the increased size of the enterprise or establishment

b. The extensive specialization of labor and personnel as well as the wider span of control

c. The increasing technological advances that have been utilized in the established civilian organizational framework

Question 5.

LT Jones is the CO of a small amphibious ship in the Amphibious Ready Group. Their mission is to steam up and down off the coast, ready for action if needed. They may wait for several months without being called. The men have developed a strong tendency to grumble and show other signs of discontent.

Which of the following is probably the reason for the discontent and offers the best solution?

a. Men on shipboard are often discontented. There is little that LT Jones can do about the situation.

b. The men probably have lost sight of their mission, so they should be reminded of it frequently.

c. The petty officers are probably too tough. Perhaps they should be told to unbend a little.

d. The men probably need more off duty entertainment.

Question 6.

Which of the following statement s) describe(s) the importance of the objectives to management?

a. The objectives of management force the manager to be a unifying effect for any organizational group.

b. The objectives of management make the task of managing easier if the objectives are definite and kept clearly in mind.

c. The objectives of management are basic in management and must be determined as soon as the course of action has been set.

d. All of the above

Question 7.

The following are statements of five management functions. At the Academy they are classified as:

a) Planning

b) Organizing

c) Directing

d) Controlling

e) Coordination

Match the letter of the function with the number of the statement corresponding to it.

1. Involves breaking the work of the mission into component activities

2. Requires much initial research and analysis

3. Involves inducing members of the group to want to achieve the assigned objectives

4. The outer rim of the management wheel

5. The components of this function all involve some kind of measurement

Which set of numbers/letters is correct?

a. 1-a, 2-d, 3-e, 4-c. 5-b

b. 1-b, 2-a, 3-c, 4-e, 5-d

c. 1-d, 2-b, 3-a, 4-c, 5-e

d. 1-e, 2-d, 3-b, 4-a, 5-c

Question 8.

Which of the following statements is the correct definition of planning?

a. The function of determining in advance what a group should accomplish and how the goals are to be achieved

b. The function of providing in advance a structure to establish relationships between men and material grouped together for a common purpose

c. The function which bridges in advance the gap between organizing and preparation so that instructions to subordinates and others are consistent with what is to be done

d. The orderly synchronizing of the efforts of subordinates to provide in advance the proper amount, timing, and quality of execution, so that the unified efforts will lead to the stated objectives

---

Question 9.

Which of the following statements is the correct definition of controlling?

a. The function of determining what a group should accomplish and how the goals will be achieved

b. The function which bridges the gap between planning and organizing and actual operation involving the issuance of orders and instructions to subordinates and others to indicate what is to be done

c. The function of establishing and fully applying the necessary means to ensure that plans, orders, and policies are complied with in such a manner that the objective will be obtained

d. The orderly synchronizing of the efforts of subordinates to provide the proper amount, timing, and quality of execution, so that the unified efforts will lead to the stated objectives

Question 10.

Choose the statement(s) which describe(s) why maintaining a balance of functions in the management process is important.

a. It is control which helps keep the management process in balance and without control the objective will seldom be achieved.

b. Any overemphasis on any one of the managerial functions produces distortion in the management process.

c. When the managerial functions of planning, organizing, and controlling are each executed properly, the result will automatically be an integrated, well-balanced, composite of efforts exerted by an informal and satisfied work group.

d. All of the above

## PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Five SEGMENT I

REMEDIATION TEXT Syndactic Text (ST/SV)

| ITEM | ANSWER | REMEDIATION REFERENCE |
|---|---|---|
| 1 | b | Summary 1: Pages 1 - 2 |
| 2 | a | Summary 1: Pages 2 - 4 |
| 3 | c | Summary 2: Pages 37 - 38 |
| 4 | b | Summary 2: Page 37 |
| 5 | b | Summary 2: Pages 38 - 40 |
| 6 | b | Summary 2: Pages 38 - 40 |
| 7 | b | Summary 3: Pages 69 - 77 |
| 8 | a | Summary 3: Pages 71 - 72 |
| 9 | c | Summary 3: Pages 75 - 76 |
| 10 | d | Summary 3: Pages 76 - 77 |
| 11 | | |
| 12 | | |
| 13 | | |
| 14 | | |
| 15 | | |

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Five Segment I

| ITEM NO. | T. O. | E. O. |
|---|---|---|
| 1 | 1 | |
| 2 | 1 | 1 |
| 3 | 2 | |
| 4 | 2 | 1 |
| 5 | 3 | |
| 6 | 3 | 3 |
| 7 | 4 | |
| 8 | 4 | 4 |
| 9 | 4 | 7 |
| 10 | 5 | |
| | | |
| | | |
| | | |
| | | |
| | | |

Question 14.

Which of the following correctly lists the functions of the management process?

a. Managing men, money, materials, and time

b. Planning, organizing, directing, controlling, coordinating

c. Planning, staffing, controlling, issuing orders, inspection

d. Organizing, controlling, directing, inspection, feedback

Ans. b, Ref. 5.1, TO-4/EO-3

PART 5 SEGMENT I

| T. O. Number | TEST ITEM |
|---|---|
| T.O.1<br><br>E.O. 1 | Which of the following activities requires the use of the management process?<br><br>(a) The performance of a surgical operation.<br><br>(b) Preparing a course homework assignment.<br><br>(c) Administering a personal bank account.<br><br>(d) None of the above.<br><br>answer: a |

REVISION_____DATE:

PART 5 SEGMENT I

| T. O. Number | TEST ITEM |
|---|---|
| 1<br>EO-3 | LT Howe is in charge of warehousing at a shore station. He observes that it generally takes at least three men a full day to gather items to fill out requisition orders. He feels that the efficiency in handling and storing materials can be improved. After studying the problem and collecting data through observation and experiment, he devises a new method for improving efficiency. He installs inclined chutes for storage of items in most frequent demand. A single man at a keyboard can now pick from the stock all the items needed to fill the requisition orders and in three hours do a job that previously had required three men a full day.<br><br>Which theorist is credited with developing the approach to management illustrated in the example above?<br>a. Elton Mayo<br>b. Frederick W. Taylor<br>c. Thomas Dewey<br>d. E. Root<br><br>Answer: b |

REVISION_____DATE:

PART 5 SEGMENT I

| T. O. Number | TEST ITEM |
|---|---|
| T.O.1<br><br>E.O. 5 | Which of the following persons is considered to be the founder of modern scientific management?<br><br>(a) George M. Scalar.<br><br>(b) Elton T. Mayo.<br><br>(c) Frederick W. Taylor.<br><br>(d) T. W. Terrance.<br><br>answer: c |

REVISION_____DATE:

PART 5 SEGMENT I

| T. O. Number | TEST ITEM |
|---|---|
| 2 | The following describes the increased importance of management in industry.<br><br>A reason for the increasing difficulty of management is the extensive specialization of labor and the greater complexity of work that is involved in the typical modern organization.<br><br>Which correctly corresponds to the preceding description in specifying why management has become increasingly important to the military?<br><br>a. Because of the increased size and expanded missions of the Armed Forces, the Navy has worldwide commitments, and the mission of any command is a vital link in the chain of strategic, tactical and logistical Naval power.<br><br>b. Because the Naval leader must work through people, his success in accomplishing missions depends in large part on how he manages subordinates. The young men of today are highly intelligent and sophisticated, and success comes only through concentrating on honest, just, and thoughtful handling of personnel.<br><br>c. It is increasingly important due to the increased responsibility in the administration of money and<br><br>-continued on next page- |
| | REVISION_____DATE: |

| T. O. Number | TEST ITEM |
|---|---|
| 2 | -continued from previous page-<br>materials. Naval personnel must be aware, as never before, of the increased importance of cost consciousness, i.e., the economic balancing of all factors without sacrificing quality.<br>d. The modern Navy utilizes intricate and complicated equipment and weapons which require a high degree of professional knowledge and technical skill on the part of both officers and enlisted men.<br><br>Answer: d |

REVISION_____DATE:

PART 5 SEGMENT I

| T. O. Number | TEST ITEM |
|---|---|
| 2 | The following statement describes the increased importance of management in industry:<br><br>One reason for the increasing difficulty of management is the expansion of parent industries to the extent that branch plants exist in almost every major population center in the United States.<br><br>Which of the following statements correctly corresponds to the preceding description in specifying why management has become increasingly important to the military?<br><br>(a) The armed forces has considerably increased the size of its armed forces, utilizing a high degree of specialization in officer and enlisted ranks, causing more centralization of authority.<br><br>(b) The armed forces has continually increased the complexity of its equipment and moved forward in advancing weapons technology.<br><br>(c) The increased size and expanded missions of the armed forces has given the military worldwide commitments, with the mission of any command a vital link in the military task.<br><br>(d) The Senate Armed Services Committee meets periodically with the Secretary of Defense to discuss budgetary problems in order to maintain tight control of alloted monies.<br><br>answer: c |

REVISION_____DATE:

PART 5 SEGMENT I

| T. O. Number | TEST ITEM |
|---|---|
| 2<br>EO-3 | Which paragraph correctly describes the relationship of the scientific approach to the military environment?<br>a. The scientific approach can be applied to any management situationñ therefore, it can be applied to military as well as non-military situations.<br>b. It is not possible for a complex modern military establishment to function effectively without highly efficient management.<br>c. Both<br>d. Neither<br><br>Answer: c |

REVISION_____DATE:

PART 5 SEGMENT 1

| T. O. Number | TEST ITEM |
|---|---|
| 3 | For the past two weeks a destroyer had been steaming off the California coast conducting general drills. Some of the officers are beginning to receive gripes from their men, since there has been no shore leave granted during this period. There have been no briefing meetings in over two weeks and the officers are beginning to run out of "make work" projects to keep the men occupied. During the last meeting with the officers, the Captain informed them that new orders had not yet arrived, and that the ship would continue conducting general drills at sea until new orders were received. Even the officers began to wonder if the Navy has forgotten them.<br><br>Which of the following statements best describes the leader's difficulty in managing this group?<br><br>(a) Lack of contact from higher echelons of command makes management unnecessarily difficult.<br>(b) The group's not knowing command objectives makes management unnecessarily difficult.<br>(c) The group's being assigned "make work" projects vice being permitted more free time makes management unnecessarily difficult.<br>(d) All of the above.<br><br>correct answer: b |
| | REVISION_____DATE: |

PART 5 SEGMENT I

| T. O. Number | TEST ITEM |
|---|---|
| 3 | Two weeks of general drills twice a day had taken its toll of the crew of a destroyer steaming off the coast of Hawaii. No shore leave, no briefing sessions, and little more than "make-work" projects, had all had their effect. Some of the crew had begun to openly complain to the officers. At their last meeting, the Captain had informed the officers that he had not choice but to continue conducting drills at sea until orders to the contrary were received. Even the officers were puzzled at what seemed to be their status as "forgotten men". Clearly, the crew had already lost sight of their mission.<br><br>Which of the following statements best describes the action to be taken to increase management effectiveness in this situation?<br><br>(a) The Captain should let the men know he has sent a message to COMDESPAC requesting clarification of the situation.<br><br>(b) The division officers should do away with "make work" projects and give the men more free time.<br><br>----- continued on next page ----- |
| REVISION_____DATE: | |

PART 5 SEGMENT I

| T. O. Number | TEST ITEM |
|---|---|
| 3 | (c) The men should be reminded frequently of the command's objectives.<br>(d) All of the above.<br><br>correct answer: c |

REVISION_____DATE:

PART 5 SEGMENT I

| T. O. Number | TEST ITEM |
|---|---|
| 3<br>EO-2 | Which statement correctly defines "managerial objective"?<br>a. Something toward which managerial effort is directed.<br>b. A strategic position to be attained or purpose to be achieved by a military or Naval operation.<br>c. The intended goal which prescribes definite scope and suggests direction to efforts of a manager.<br>d. All of the above.<br><br>Answer: c |

REVISION_____DATE:

PART 5 SEGMENT I

| T. O. Number | TEST ITEM |
|---|---|
| 4 | Below are statements of five management functions. Their names are:<br>a. Planning<br>b. Organizing<br>c. Directing<br>d. Controlling<br>e. Coordination<br>Match the letter of the name with the number of the statement it goes with.<br>1. The Drum and Bugle Corps commander rehearses his men until their performance is satisfactory.<br>2. MIDN Morrison, an intramural football coach, assigns the positions on his team.<br>3. The commander of the Drum and Bugle Corps must make all the arrangements for the half time show in cooperation with the Athletic Department.<br>4. The Hop Committee must decide when the have the Thanksgiving Hop, where to have it, what music to have, whether it will be formal or informal . . .<br>5. MIDN Farnell has been elected chairman of the Hop Committee. He must see that MIDN Brewer gets the<br>-continued on next page- |

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PART 5 SEGMENT I

| T. O. Number | TEST ITEM |
|---|---|
| 4 | -continued from previous page-<br>publicity out, MIDN Torrey lines up the music . . .<br><br>Which set of numbers/letters is correct?<br><br>A. 1/c, 2/a, 3/b, 4/e, 5/d<br>B. 1/a, 2/c, 3/d, 4/b, 5/e<br>C. 1/b, 2/e, 3/c, 4/d, 5/a<br>D. 1/d, 2/b, 3/e, 4/a, 5/c<br><br>Answer: d |

REVISION_____DATE:

PART 5 SEGMENT I

| T. O. Number | TEST ITEM |
|---|---|
| 4 | Below are statements of five management functions at the Academy. They are classified as:<br>a. planning<br>b. organizing<br>c. directing<br>d. controlling<br>e. coordination<br><br>Match the letter of the function with the number of the statement corresponding to it.<br><br>1. Staffing can be considered a subdivision of this function.<br>2. Reporting can be considered a subdivision of this function.<br>3. Budgeting can be considered a subdivision of this function.<br>4. Another term for this function is actuating.<br>5. This function is often looked upon as the very essence of managership.<br><br>Which set of numbers/letters is correct?<br><br>(a) 1/b, 2/d, 3/c, 4/a, 5/e.<br><br>(b) 1/a, 2/c, 3/b, 4/d, 5/e.<br><br>(c) 1/b, 2/d, 3/a, 4/c, 5/e.<br><br>(d) 1/c, 2/d, 3/b, 4/e, 5/a.<br><br>answer: c |

REVISION_____DATE:

PART 5 SEGMENT I

| T. O. Number | TEST ITEM |
|---|---|
| 5 | Which paragraph best describes the importance of maintaining a balance in the functions of the management process?<br>a. When the managerial functions are properly used with the overall benefit of the subordinate in mind, the leader will be highly respected by his followers.<br>b. When the managerial functions are balanced properly, optimum group performance will be maintained, thereby reducing supervisory regimen.<br>c. More significant than the actual balance of managerial functions is the explicit compliance to directives and regulations. Such compliance will ensure the success of the mission in any event.<br>d. When the managerial functions are performed properly and adequate consideration is given to their interrelatedness, the results should be an integrated, well-balanced composite of efforts exerted by an informed and satisfied work group.<br><br>Answer: d |
| | REVISION_____DATE: |

PART 5 SEGMENT I

| T. O. Number | TEST ITEM |
|---|---|
| 5 | Which of the following statements correctly describes the importance of maintaining a balance of functions in the management process?<br><br>(a) When the managerial functions of planning, organizing, directing, and controlling are performed properly and adequate consideration is given to their interrelatedness, the results should be an integrated, well-balanced composite of efforts exerted by an informed and satisfied work group.<br><br>(b) Any overemphasis on any one of the functions of management produces distortion in the management process. Coordination provides the means through which the balance is maintained.<br><br>(c) Both a and b above.<br><br>(d) Neither a and b above.<br><br>answer: c |
| | REVISION_____DATE: |

Question 11.

Which of the following statements is true?

a. Management is a distinct political class.

b. Good management generally goes unnoticed.

c. Management refers to what can be done alone, without the help of other people.

d. Management may be depicted as the hub of a wheel around which objectives revolve.

Answer: b Ref: I.A.1.b.3).

Question 4.

Which of the following BEST identifies management?

a. Management is the dynamic process by which objectives are accomplished through the coordinated effort of people and resources (money, materials, and time).

b. Management consists of basic and interrelated functions or activities which constitute a process. The process is put into effect by a dynamic individual known as the manager/or leader.

c. Management refers to the group of people responsible for the accomplishment of an objective. It is a distinct entity, above and beyond the elements of men, money, and materials.

d. Management refers to the men, money, and materials required for the successful accomplishment of an objective.

Answer: a Ref: I.A.2.

Question 21.

Which of the following statements are true?

1) The practice of management dates back to ancient Greek and Roman civilizations.

2) The Roman Catholic Church made use of the principles of hierarchy of authority and staff or supporting personnel.

3) Military organizations developed most of the currently known management principles.

4) The study and systematic analysis of management theory dates back to ancient times and developed concurrently with the process of management.

a. 1, 3, 4

b. 2, 3, 4

c. 2, 3

d. 1, 3

Answer: d Ref: I.B.

# CUMULATIVE POST-TEST

## FOURTEEN

Question 1.

Which of the following BEST summarizes Frederick Taylor's contribution to the study of management?

a. Taylor emphasized the technical, rather than human, aspect of management.

b. Taylor's concern for the attitudes of the worker led to the development of the branch of management study known as human factors engineering.

c. Taylor devised the acronym POSDCORB, the initial letters of which denote seven critical management activities: planning, organizing, staffing, directing, coordinating, reporting and budgeting.

d. Both a and c above

Answer: a Ref: I.B.4.a.

Question 8.

Which of the choices correctly lists the reasons for the increasing importance of management to industry?

1) Less need for specialization of labor
2) Increased complexity of work
3) Growth in size and scope of enterprises
4) Narrowed span of control
5) Increased competition

a. 1, 3, 5
b. 2, 3, 5
c. 1, 2, 4
d. 2, 3, 4

Answer: b Ref: I.C.1.

Question 7.

Which of the following correctly states the importance of objectives to management?

a. Objectives are the natural consequence of carefully following all the steps of the management process.

b. Objectives, if clear and realistic, make the other steps of the management process unnecessary.

c. Objectives are basic to management since they prescribe definite scope and give direction to the management process.

d. Objectives are necessary to the management process since they provide the scope and direction usually given by managers.

Answer: c Ref: I.D.1.a.

Question 17.

Which of the following BEST explains the purpose of management?

a. The purpose of management is to provide an organization with objectives.

b. The purpose of management is to enable an organization to accomplish its objectives in the most effective way possible.

c. The purpose of management is to provide direction for the efforts of a manager.

d. The purpose of management is to provide an organization with more centralization of authority.

Answer: b Ref: I.D.1.b.

Question 20.

Which of the following correctly lists the management functions according to the U.S. Naval Academy's classification?

a. Planning, organizing, directing, controlling, and coordination

b. Planning, staffing, directing, controlling, and coordination

c. Planning, budgeting, meeting objectives, and reporting

d. None of the above

Answer: a Ref: I.E.2.

Question 16.

Choose from the following the BEST definition of directing?

a. Directing is the management function which serves to unite all the management functions toward accomplishing objectives.

b. Directing is the function of the management process by means of which balance among all the functions is maintained.

c. Directing is the function which bridges the gap between plan preparation and actual operation, involves the issuance of orders and of instructions to subordinates, and indicates what action is to be taken.

d. Directing is the function of establishing and applying the necessary means for ensuring that plans, orders, and policies are complied with in such a manner that the objective is attained.

Answer: c Ref: I.E.2.c.

Question 29.

Which correctly states the relationship between naval leadership and the functions of management?

a. Management is a component of naval leadership, but has a less dynamic and spirited connotation than does naval leadership.

b. Management is included in naval leadership but has a more dynamic and spirited connotation than does naval leadership.

c. Naval leadership fulfills the controlling function of the management process.

d. Naval leadership has little to do with management functions, as its primary concern is the end of mission accomplishment, not the means to it.

Answer: a Ref: I.E.4.b.

United States Naval Academy

# INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

## PART FIVE

## MILITARY MANAGEMENT

### Segment II

### Decision Making and Creativity

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

# DECISION MAKING AND CREATIVITY

## PROGRESS CHECK

Question 1.

Select the statement(s) which explain(s) why a leader must be able to make good decisions.

a. No organization can function continuously without competent, technically trained decision makers occupying all the key positions.

b. The ability to make good decisions is of paramount importance to the military leader.

c. Problem situations require decisions so that resources (manpower, materials, etc.) may be effectively used to accomplish objectives.

d. All of the above

Question 2.

Select the statement which describes the importance and risk of making decisions in the military.

a. Military decisions are made in a highly visible environment in which superiors and subordinates live and work for extended periods.

b. Military decisions which involve varying degrees of risk are based on complete information.

c. Military decisions often must be based on incomplete information but are made in the traditional military environment of commander's isolation from others.

d. All of the above

---

Question 3.

Identify some of the elements involved in the decision making process.

1. Gathering and analyzing the facts
2. Defining the problem
3. Evaluating the objectives
4. Establishing goal parameters
5. Developing possible courses of action
6. Deciding on the best course of action

a. 1, 2, 5, 6

b. 2, 3, 4, 5

c. 2, 3, 5, 6

d. 1, 3, 4, 6

Question 4.

MIDN Jenkins was designated a yawl skipper by the Commodore of the Sailing Squadron. The following day he and five other midshipmen took a yawl out on the Chesapeake Bay. After two hours MIDN Fisher heard storm warnings on the ship's radio. He informed MIDN Jenkins of the warnings. MIDN Jenkins ordered the mainsail lowered and the auxiliary engine started so as to return to port immediately. The engine failed to start despite repeated attempts.

From the following alternatives select the most appropriate course of action MIDN Jenkins should follow.

a. Signal the nearest boat for help

b. Radio an emergency request for towing assistance

c. Devote more time and intensive effort to starting the auxiliary engine

d. Return to port under sail

Question 5.

From the following situations in which decisions are necessary, select the statement which describes a situation where a group decision would be preferable.

a. A Marine 2-LT rifle platoon commander has taken casualties in his platoon during a night mortar attack. The ceiling is zero, the nearest aid station with a doctor is 4 miles away. One casualty is suffering a head wound and it is questionable whether the man can survive until morning. Evacuation helicopters cannot be guided into the area. A decision must be made whether to move the man by vehicle over hazardous roads or wait until daybreak.

b. ENS Watts is deeply moved by the plight of orphaned children in Vietnam and proposes to the ship's Captain that the ship volunteer to support a Catholic orphanage in DaNang. A decision must be made whether the ship should or shouldn't participate.

c. LTJG Roman has been asked to nominate two men from his division to attend a very prestigious Navy school. Roman has at least six men in his division that meet the criteria. A decision must be made as to which two should attend the school.

d. Both a and c

Question 6.

Select the statement which identifies the relationship between creativity and developing alternatives for decision making.

a. The creative element in decision making adds the quality of innovative thinking based on a variety of inputs to the decision maker.

b. The creative element in decision making, by producing frequent changes, prevents procedures from becoming stagnant.

c. The creative element in decision making allows decision makers to exercise personal prerogatives.

d. The creative element in decision making allows the decision makers to limit the number of complex alternatives.

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Question 7.

Select the statement describing a military situation in which the decision maker is exhibiting creativity.

a. ENS Dunn has encouraged the participation of his enlisted personnel in the off-campus courses offered by the local university.

b. LTJG Ledbetter has demonstrated a special degree of skill at bridge that has enabled him to win the last two bridge tournaments.

c. LT Willys has rearranged the watch schedule with his division to give his men more time off between watches.

d. ENS Jelleff accepts the ideas and recommendations of his CPO because the chief is a real old-timer and his last idea was outstanding.

Question 8.

ENS Ryan has just taken over the management of the clerical staff for the motor pool of a large naval base. After taking charge he immediately noticed a marked lack of initiative and creativity among the staff. This was a result of the work atmosphere created by the staff's previous superior officer who discouraged creativity among his men in favor of established routine.

Select the statement that best describes how to develop a more creative climate.

a. Generate new ideas personally

b. Encourage collective thought

c. Encourage individual discipline

d. All of the above

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Question 9.

From the following statements describing military situations in which individuals are exhibiting certain behavior, select the one which best describes creative behavior.

a. Infantryman removes certain items from his field pack which he feels are unnecessary.

b. Clerk introduces new accounting method which saves time.

c. Ensign initiates practice of encouraging early liberty requests in an attempt to raise morale.

d. Company commander holds an extra inspection to prepare his men for the Commanding General's tour of the base.

Question 10.

The new base safety officer has been charged with the task of cutting down traffic accidents on base.

From the following examples of solutions to this problem select the one which illustrates how creativity can be increased.

a. Passing the word that there is to be a "crackdown" on safety regulations.

b. Tack safety posters at noticeable locations on base.

c. Issue circulars outlining safety regulations.

d. Solicit suggestions from all base personnel as to how traffic accidents can be reduced.

# PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Five SEGMENT II

REMEDIATION TEXT Syndactic Text (ST/SV)

| ITEM | ANSWER | REMEDIATION REFERENCE |
|---|---|---|
| 1 | c | Summary 1: Pages 1 - 2 |
| 2 | a | Summary 1: Pages 1 - 2 |
| 3 | a | Summary 1: Pages 2 - 5 |
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| 5 | b | Summary 2: Pages 30 - 31 |
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| 7 | c | Summary 3: Pages 65 - 67 |
| 8 | b | Summary 3: Pages 65 - 67 |
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PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Five Segment II

| ITEM NO. | T. O. | E. O. |
|---|---|---|
| 1 | 1 | |
| 2 | 2 | |
| 3 | 3 | 4 |
| 4 | 4 | |
| 5 | 5 | |
| 6 | 6 | |
| 7 | 6 | 1 |
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PART 5 SEGMENT II

| T. O. Number | TEST ITEM |
|---|---|
| 2<br>(EO-1) | Select the statement which best describes the unique climate in which problems must be solved in the military.<br>a. Military decisions are made within the confines of an established structure which—in the interest of organizational stability—must not be violated.<br>b. Military decisions are made in a technologically complex environment in which different components may have apparently conflicting objectives.<br>c. Both a & b.<br>d. Neither a nor b.<br><br>correct answer: b. |

REVISION_____DATE:

PART 5 SEGMENT II

| T. O. Number | TEST ITEM |
|---|---|
| 2<br>(EO-2) | Select the statement which correctly illustrates the degree of risk involved in making decisions.<br>a. The degree of risk involved in making decisions varies according to the importance of the objective.<br>b. The degree of risk involved in making decisions can be reduced if the problem has been stated well.<br>c. The degree of risk involved in making decisions varies according to the amount and completeness of available information.<br>d. All of the above.<br><br>correct answer: c |

REVISION_____DATE:

PART 5 SEGMENT II

| T. O. Number | TEST ITEM |
|---|---|
| 3 | LTJG Lucas has been assigned to the duty of leading a seal team ashore from a submarine for the purpose of covert reconnaissance of the beach. The landing is to be made aboard rubber boats and time allotted for the mission will be 8 hours and 30 minutes from departure to recovery. It is expected that weather conditions will be hazardous and the sea rough. Because of bottom conditions and tides the sub will not be able to approach closer than 1.5 nautical miles while submerged to periscope depth. Departure will take place at a distance of 3 miles while surfaced to conning tower depth. An approach at this depth nearer than 3 miles would compromise the secrecy of the mission. The drop will be made at night to avoid detection during departure. Seasonal factors allow a safe margin of only 9 hours of cover by darkness. Failure to rendezvous within 8-1/2 hours from drop will result in pickup postponment till next darkness cover. It has been estimated that approximately 2 hours will be required to paddle the boats 3 miles to shore. An estimated 4 hours will be needed to accomplish the reconnaisance objectives. The secrecy of the mission demands that radio silence be maintained at all times and visual communication eliminated.<br><br>Using the data provided in the above military problem, select from the following statements the one which describes the problem correctly, provides the proper facts and offers the most effective course of action to overcome the problem.<br><br>a. The problem is how to get the team ashore undetected and accomplish the mission objectives. Necessary information includes weather reports, ordnance requirements, communications resources, secrecy requirements, logistics data, and time differentials. The most effective course of action<br><br>- continued on next page - |

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PART 5 SEGMENT II

| T. O. Number | TEST ITEM |
|---|---|
| 3 (Cont'd) | would be to gather all data and equipment well in advance and maintain the operation schedule safely within time limits, aborting the mission if necessary in order to avoid compromising the secrecy of the mission.<br><br>b. Problem and necessary facts are the same as in choice (a). However, the most effective course of action would be to complete the mission objectives and risk detection by surfacing and effecting rescue of personnel in the event of failure to rendezvous on schedule.<br><br>c. The problem is the recovery of the team covertly by sub within the allotted time factors. The facts necessary are the same as those stated in choice (a). However, the most effective course of action would be to postpone pickup till next darkness cover in the event of failure to rendezvous on schedule.<br><br>d. The problem is the same as that stated in choice (c). The facts are the same as those stated in choice(a). However, the most effective course of action to overcome the problem would be to maneuver the sub to a position 1.5 milesout of periscope depth and tow the boats out to a safe distance for boarding, postponing pickup till next darkness cover in the event of rendezvous failure.<br><br>correct answer: d |

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PART 5 SEGMENT II

| T. O. Number | TEST ITEM |
|---|---|
| 3<br>(EO-1) | Select the correct requirements for stating a problem.<br>a. Search for limiting factors and note the shifting nature of these factors.<br>b. Define goals and objectives.<br>c. Eliminate superfluous data.<br>d. All of the above.<br><br>correct answer: a |

REVISION_____DATE:

PART 5 SEGMENT II

| T. O. Number | TEST ITEM |
|---|---|
| 3<br>(EO-5) | Select the proper arrangement of elements in the decision-making process.<br>a. Stating the problem<br>Obtaining the facts<br>Selecting alternatives<br>Evaluating alternatives<br>Selecting a course of action.<br>b. Obtaining the facts<br>Selecting alternatives<br>Evaluating alternatives<br>Stating the problem<br>Selecting a course of action.<br>c. Stating the problem<br>Selecting a course of action<br>Selecting alternatives<br>Evaluating alternatives<br>Obtaining the facts.<br>d. Selecting alternatives<br>Evaluating alternatives<br>Stating the problem<br>Selecting a course of action<br><br>correct answer: a |
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PART 5 SEGMENT II

| T. O. Number | TEST ITEM |
|---|---|
| 4<br>(EO-1) | Select the statement which correctly describes the use of measurable factors in determining a course of action.<br>a. Measurable factors are useful in predicting the success or failure of a course of action.<br>b. Measurable factors are useful in gathering data for decision-making.<br>c. Measurable factors are useful in evaluating the net advantage of a given alternative.<br>d. All of the above.<br><br>correct answer: c |

REVISION_____DATE:

PART 5 SEGMENT II

| T. O. Number | TEST ITEM |
|---|---|
| 4<br>(EO-3) | Select the statement which correctly describes the use of nonmeasurable factors in choosing a course of action.<br>a. Nonmeasurable factors are used in situations where reaching a decision requires grouping key factors and weighting their importance by means of fallible judgments.<br>b. Nonmeasurable factors are used where measurable factors are too costly to obtain.<br>c. Nonmeasurable factors are used where measurable factors are unavailable.<br>d. All of the above.<br><br>correct answer: d. |

REVISION_____DATE:

PART 5 SEGMENT II

| T. O. Number | TEST ITEM |
|---|---|
| 4<br>(EO-4) | Select the statement which identifies the factors which differ between the advantages and disadvantages of using nonmeasurable factors in selecting a course of action.<br>a. Accuracy<br>b. Economy<br>c. Relevancy<br>d. All of the above.<br><br>correct answer: d. |

REVISION_____DATE:

PART 5 SEGMENT II

| T. O. Number | TEST ITEM |
|---|---|
| 9<br><br>(EO-1) | From the following choices select those which can block creativity.<br>a. The military preference toward proven effectiveness.<br>b. Restrictions of combat situations.<br>c. The extent to which authority is delegated.<br>d. All of the above.<br><br>correct answer: c |

REVISION_____DATE:

PART 5 SEGMENT II

| T. O. Number | TEST ITEM |
|---|---|
| 9<br>(EO-2) | From the following choices select those factors which can aid individual creativity.<br>a. An ability to recongnize psychological barriers.<br>b. Receptivity to changing attributes.<br>c. Alertness to the potential uses of unexpected findings.<br>d. All of the above.<br><br>correct answer: d |

REVISION_____DATE:

Question 2.

Which of the following are reasons why it is of prime importance that the military leader make good decisions?

1) Decisions involving varying degrees of risk must often be made in the absence of complete information.

2) Decisions are made in a technologically complex environment in which different components may have apparently conflicting objectives.

3) Decisions are made in a highly visible environment in which superiors and subordinates live and work together for extended periods.

4) It is increasingly important to make logical analyses in a complex environment, confronted by accelerating changes.

a. 1, 2 and 3

b. 1, 2

c. 1 and 3

d. All of the above

Answer: d Ref: II.A.1.

Question 28.

Below are the five elements of decision making listed in incorrect order. Choose the number sequence which lists them in correct order.

1) Gathering and analyzing the facts
2) Developing possible courses of action
3) Deciding on the best course of action
4) Analyzing and comparing the alternatives
5) Defining the problem

a. 5, 1, 2, 4, 3
b. 1, 5, 2, 4, 3
c. 2, 1, 4, 5, 3
d. 5, 2, 1, 4, 3

Answer: a Ref: II.B.

Question 10.

Which of the following correctly states advantages of a group's participation in decision making?

a. A group is more inclined to follow a decision enthusiastically if it helped in shaping it. In addition, participation in group decisions can help satisfy individual needs such as the need to feel wanted, important, etc.

b. In an emergency situation, a group is better able to reach a decision than is an individual. When a group makes the decision, no one individual must assume the responsibility for the action taken.

c. Decision making which involves highly technical considerations can best be performed by groups of specialists, rather than by an individual.

d. None of the above

Answer: a Ref: II.B.5.a.2).

Question 5.

Which is NOT a prerequisite of a creative decision?

a. It must be novel, and perceived by others as novel.

b. It must be worthwhile, i.e., enhance organizational objectives.

c. It must be a tangible solution.

d. It must be proved through experimentation.

Answer: d Ref: II.C.1.c.

Question 6.

Read the following description, then choose the phrase which BEST describes the leader's actions.

MIDN Graves is a Midshipman Company Commander. In his dealings with his subordinates, Graves has a reputation for welcoming new ideas, and using them when possible. He encourages those company members who wish to try new ways of doing things, yet once a decision is made, requires and gets loyal and vigorous support from all company members.

a. MIDN Graves is correctly attempting to develop a climate for both individual and group creativity in his unit.

b. MIDN Graves is thwarting creativity in his unit by requiring unanimous support of company decisions.

c. MIDN Graves correctly views the creative process as an end in itself.

d. MIDN Graves is encouraging individual, but not group, creativity.

Answer: a Ref: II.C.2.

Question 14.

Synectics and brainstorming may BEST be described as which of the following?

a. Synectics, along with PERT, Operations Research, and brainstorming, is a systematic approach to decision making in which a "critical path" of activities is determined and then strictly followed.

b. Synectics and brainstorming are two aids to individual creativity. Through brainstorming, a leader may come to recognize psychological barriers which may be blocking his creativity. Through synectics, he may use the technique of changing attributes to find novel solutions.

c. Both synectics and brainstorming are aids to group creativity. In synectics the group members contribute novel viewpoints and ideas, and subsequently appraise them. In brainstorming, the quantity, not quality, of ideas is what matters, and freewheeling is encouraged.

d. Both synectics and brainstorming are group methods of creative problem solving. Synectics differs from brainstorming only in the larger number of members in the group.

Answer: c Ref: II.C.2.d.

United States Naval Academy

# INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

## PART FIVE

## MILITARY MANAGEMENT

### Segment III

### Objectives

### Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

## OBJECTIVES

## PROGRESS CHECK

Question 1.

Which statement illustrates an example of a leader setting forth objectives?

a. The Deputy Commandant briefed the newly assigned Executive Department Officers on the mission of the U.S. Naval Academy and the goals of the Plebe Summer Program.

b. The Midshipman Officer of the Watch directed that the uniform for muster for the watch squads would be the uniform of the day.

c. The Division Officer reassigned personnel within his division.

d. The Division Officer presented to his department head recommendations for reorganizing his division.

Question 2.

Which statement best defines the term "objective"?

a. The term implies a personal goal that corresponds to an organizational target or unit mission.

b. Objectives are the last and most significant goals attained by a unit in accomplishing its mission.

c. Objectives are the desired standards, mission, goal, or target that the organization is to attain; all activities of management revolve around them.

d. The term relates to an organizational goal only.

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Question 3.

The Commanding Officer establishes as an objective the improvement of his ship's ASW capability.

Which of the following objectives would contribute to a hierarchy of objectives leading to this improvement?

a. The Operations Officer developed a special training program for the watch standers for improving their tactical knowledge of ASW.

b. The Operations Officer and the Senior Watch Officer developed a system for selecting watch standers who have the greatest knowledge of ASW.

c. The Operations Officer proposed a study of the latest ASW equipment and its implementation.

d. None of the above

Question 4.

Considering the wardroom mess aboard ship, how would you classify the following objectives--as originating from your superiors, your subordinates, or external?

1. In order to raise funds for a Vietnamese children's orphanage, the captain states that the wardroom mess may hold a "Las Vegas Night."

2. In order to make money for the wardroom mess, the treasurer of the mess proposes that popcorn and soda be sold at the nightly movie show in the wardroom.

3. In order to obtain the best use of special electronic gadgets in the wardroom mess galley, a manufacturer's representative comes aboard to supervise for two days and leaves a book of instructions for proper operation and maintenance.

4. The Chief Steward's Mate proposes a new plan for serving more officers at a single sitting.

a. 1 and 4, external
   2 and 4, subordinates

b. 1 and 3, superiors
   2 and 4, subordinates

c. 2 and 4, subordinates
   1, superiors
   3, external

d. 2 and 4, subordinates
   1, external
   3, superiors

Question 5.

Below are two statements of objectives. Read each one and decide whether it is a primary or intermediate objective.

1. A destroyer has been assigned to a new ASW group and must make contact with them so it can rendezvous as scheduled.

2. The quartermasters aboard ship must make celestial observations at least four times daily.

a. Number 1 is primary, number 2 is intermediate.

b. Number 1 is intermediate, number 2 is primary.

c. Both are primary.

d. Both are intermediate.

Question 6.

Which of the following statements best describes the importance of primary objectives?

a. Primary objectives enable subordinates to accomplish goals which they understand.

b. Primary objectives provide the focal point for leaders to accomplish organizational goals.

c. Primary objectives are the objectives which must be accomplished first in order for a unit to reach its organizational goal.

d. Primary objectives provide general guidelines for large units and provide the focal point for small units.

Question 7.

LT Johns has recently taken over the Airframes Division in a P-2 squadron. This division as a whole has previously had a very low advancement rate. His goal is to see every man advanced as a result of the next rating exam. Unfortunately, one week prior to the exam, LT Johns discovers that 50% of his men are not qualified to take the rating exam because they have not completed their correspondence courses and practical factors, despite his continual lecturing that the Navy expects each individual to progressively advance.

Which of the following statements illustrates the major cause of LT Johns' difficulty in obtaining his goal?

a. Obviously LT Johns was not forceful enough in announcing that the Navy expects every man to progressively advance.

b. LT Johns should have had an intermediate objective of having all his men qualified to participate in the upcoming rating exam.

c. LT Johns should have pointed out that the CO looks more favorably on those who have initiative for self-improvement.

d. Instead of lecturing his men on advancement, LT Johns should have had his leading petty officer do it.

Question 8.

Which of the following statements best describes the relationship between primary and intermediate objectives?

a. Primary objectives must be accomplished first before the intermediate objectives.

b. Intermediate objectives provide the focal point for leaders to accomplish organizational goals while primary objectives provide the focal point for subordinates to accomplish organizational goals.

c. An intermediate objective facilitates the achievement of a primary objective. While intermediate objectives enable subordinates to a accomplish goals they understand, primary objectives provide the focal point for leaders to accomplish organizational goals.

d. All of the above

Question 9.

AN Tipton, a technician, wants to be on the Navy pistol team. His shooting practice time conflicted with his duty hours. His petty officer talked the matter over with his Division Officer. Which action do you think they should have taken?

a. The Division Officer advised the petty officer to let the man go to pistol practice as this team is good publicity for the Navy and it will look good to have a man from this division on the team.

b. Acting on the advice of the Division Officer, the petty officer had a talk with AN Tipton in which he tried to convince him that he should give up the pistol team.

c. The Division Officer talked with Tipton to determine how strongly he felt about the pistol team, then encouraged him to work out a schedule that would allow for both his regular duties and pistol practice.

d. Since it was apparent that Tipton was not sufficiently interested in his job, the Division Officer had him transferred to a different division.

Question 10.

Which of the following statements correctly illustrates the technique for integrating personal and organizational objectives?

a. The leader must evaluate a subordinate's personal goals in terms of the mission and provide consequences such as rewards to maintain desirable goals.

b. The leader must evaluate a subordinate's personal goals in terms of the mission and provide consequences such as punishment to eliminate unacceptable goals.

c. The leader must evaluate a subordinate's personal goals in terms of the mission. This means he must provide consequences that both maintain desirable goals and eliminate unacceptable goals.

d. None of the above

# PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Five SEGMENT III

REMEDIATION TEXT Syndactic Text (ST/SV)

| ITEM | ANSWER | REMEDIATION REFERENCE |
|---|---|---|
| 1 | a | Summary 1: Pages 1 - 2 |
| 2 | c | Summary 1: Page 1 |
| 3 | a | Summary 1: Pages 4 - 5 |
| 4 | c | Summary 3: Pages 49 - 50 |
| 5 | d | Summary 1: Pages 4 - 5<br>Summary 2: Page 25 |
| 6 | b | Summary 2: Page 25 |
| 7 | b | Summary 1: Pages 3 - 5<br>Summary 2: Page 25 |
| 8 | c | Summary 2: Page 25 |
| 9 | c | Summary 2: Pages 26 - 28 |
| 10 | c | Summary 2: Pages 26 - 28 |
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PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Five Segment III

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|---|---|---|
| 1 | 1 | |
| 2 | 1 | 1 |
| 3 | 2 | 1 |
| 4 | 6 | 1 |
| 5 | 3 | |
| 6 | 3 | 1 |
| 7 | 4 | |
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Question 60.

Which of the following defines an intermediate objective?

a. Any objective that accomplishes the assigned mission

b. A more specific objective which facilitates the achievement of the primary objective

c. An objective to be fulfilled in the interim between the accomplishment of primary objectives

d. All of the above

Ans. b, Ref. 5.3, TO-3/EO-2

PART 5 SEGMENT III

| T. O. Number | TEST ITEM |
|---|---|
| 1 | Which of the following statements illustrates an example of a leader establishing objectives?<br><br>(a) The Personnel Officer briefed his division that ten enlisted records would be reviewed daily so that all 200 records would be ready for annual verification by the end of the month.<br><br>(b) The Postal Officer briefed his division on the recently revised postal regulations, ensuring his men were aware of the important changes incorporated in the latest instruction.<br><br>(c) The Flight Deck Officer directed his personnel to keep the aircraft status board in Flight Deck Control up-to-date at all times so that the aircraft in an up-status could be appropriately spotted for the next launch.<br><br>(d) The Executive Officer put out the word that junior officers (LT and below) would eat at the 1700 setting and that Lieutenant Commanders and above would eat at the 1800 setting.<br><br>Answer: a |

REVISION_____DATE:

PART 5 SEGMENT III

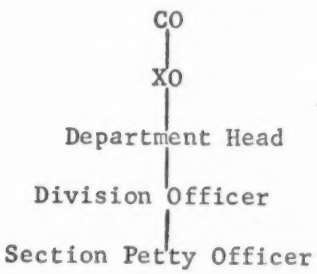
| T. O. Number | TEST ITEM |
|---|---|
| 1 | Which of the following statements illustrates a leader establishing objectives?<br><br>(a) The Medical Officer advises the C.O. that the Naval Station has an undesirable number of motor vehicle accident injuries during Christmas holidays.<br><br>(b) The C. O. directs the X. O. to take action to cut motor vehicle accidents during Christmas holidays to the usual rate.<br><br>(c) The X.O. directs the department heads to ensure that all hands attend a Drive-Safe lecture before Christmas holidays.<br><br>(d) The officer commanding the shore patrol issues special traffic regulations to be observed during the Christmas holidays.<br><br>Answer: b |

REVISION_____DATE:

PART 5 SEGMENT III

| T. O. Number | TEST ITEM |
|---|---|
| 2 | The "Skeleton" shipboard organization is<br><br>CO<br>\|<br>XO<br>\|<br>Department Head<br>\|<br>Division Officer<br>\|<br>Section Petty Officer<br><br>Which of the following list of objectives is a correct set of hierarchical objectives for this organization?<br><br>**Set A**<br>1. To have all hands have a "No Accident" record<br>2. To have all hands complete a drive safe course<br>3. To have monthly drive safe lectures by division officers<br>4. To have the men drive defensively<br>5. To get the men to depart home to allow ample time to get to work on time<br><br>**Set B**<br>1. To have all hands advanced as a result of the next rating exam<br>2. To have all hands fully qualified and prepared for the next rating exam<br>3. To have Division Officers provide on duty time for in-rate training<br>4. To get all division personnel to complete required correspondence courses<br>5. To get all section personnel to complete required practical factors<br><br>(a) Set A<br>(b) Set B<br>(c) Both Set A and Set B<br>(d) Neither Set A nor Set B Answer: c |
| | REVISION_____ DATE: |

PART 5 SEGMENT III

| T. O. Number | TEST ITEM |
|---|---|
| 2 | The "Skeleton" shipboard organization is<br>  <br><br>Which of the following list of objectives is a correct set of hierarchical objectives for this organization?<br><br>**Set A**<br>1. To fly 4 operational missions daily<br>2. To ensure the operational missions launch on time<br>3. To maintain sufficient aircraft in an up-status<br>4. To have all radars working properly<br>5. To have sufficient men trained in electronic systems<br><br>**Set B**<br>1. To have all squadron aviators fly 40 hours per month<br>2. To have all aviators get 8 hours rest between flights<br>3. To equalize proficiency flight hours and training flight hours<br>4. To keep a status board reflecting type and number of hours flown for each aviator during current month<br>5. To priority schedule those aviators with least number of hours for current month<br><br>(a) Set A<br>(b) Set B<br>(c) Both Set A and Set B<br>(d) Neither Set A nor Set B<br><br>Answer: a |

REVISION_____DATE:

PART 5 SEGMENT III

| T. O. Number | TEST ITEM |
|---|---|
| 2<br>EO-1 | From the statements below, select the one which correctly illustrates the principle: "Organizational objectives guide the activities of a large group."<br>a. The mission of the Marine Corps Basic School at Quantico, Va., is to train Marine lieutenants to become competent Marine rifle platoon leaders and company officers. With this large pool of manpower, the Marine Corps School is able to field representative athletic teams to compete against college competition and gain good publicity for the Corps.<br>b. The mission of the Naval Academy is to develop young men with the necessary character and abilities for a lifetime of service to the Navy. The color company competition within the brigade stimulates the professional, athletic and academic development of midshipmen.<br>c. The objective of the flight school at Pensacola is to train naval officers to become proficient, dedicated naval aviators. Because they, too, have a large pool of manpower, the base is able to field athletic teams that can compete with the Marine teams at Quantico and against college competition.<br>Answer: b |
| | REVISION_____DATE: |

PART 5 SEGMENT III

| T. O. Number | TEST ITEM |
|---|---|
| 6 | Which of the following states an objective from a source of higher authority?<br>a. The captain reviewed with the officers the critique of the ship's recent exercise.<br>b. The executive officer discussed the ship's new directive with the wardroom officers.<br>c. The executive officer met with the captain about the new directive.<br>d. The captain explained to the officers what kind of conduct and discipline he expected on the bridge.<br><br>Answer: d |
| | REVISION_____DATE: |

PART 5 SEGMENT III

| T. O. Number | TEST ITEM |
|---|---|
| 6 | Which of the following statements illustrates an objective from a source of external authority?<br><br>(a) The Carrier Division Commander has told the Captain that more missions must be flown over land.<br><br>(b) The Air Group Commander has requested that the Spanish Government allow the Air Group to utilize the Spanish low-level routes.<br><br>(c) The Spanish Minister of Defense has requested that his government grant U. S. aircraft over-flight permission.<br><br>(d) None of the above.<br><br>Answer: c |

REVISION_____DATE:

PART 5 SEGMENT III

| T. O. Number | TEST ITEM |
|---|---|
| 3 | Below are two statements of objectives. Look at each and decide whether it is primary or intermediate.<br>1. The USS Neosho, an oiler, must operate with a replenishment group and deliver cargo at sea.<br>2. To be able to search for and attack enemy submarines from an aircraft carrier, the crew of an S-2 tracker aircraft must maintain carrier qualifications.<br><br>a. Number 1 is a primary objective, #2 is intermediate.<br>b. Number 1 is an intermediate objective, #2 is primary.<br>c. Both are primary objectives.<br>d. Both are intermediate objectives.<br><br>Answer: a |

REVISION_____DATE:

PART 5 SEGMENT III

| T. O. Number | TEST ITEM |
|---|---|
| 3 | Below are two statements of objectives. Read each one and decide whether it is a primary or intermediate objective.<br><br>1. In order to receive a commission in the U. S. Navy, each NROTC midshipman must pass every Naval Science course.<br>2. The USS Pollock, a destroyer, must operate with the USS Kennedy and serve as plane-guard.<br><br>(a) Number 1 is intermediate, Number 2 is primary.<br><br>(b) Number 1 is primary, Number 2 is intermediate.<br><br>(c) Both are intermediate objectives.<br><br>(d) Both are primary objectives.<br><br>Answer: a |

REVISION_____DATE:

PART 5 SEGMENT III

| T. O. Number | TEST ITEM |
|---|---|
| 4 | LT Johns has recently taken over the airframes division in a P-2 squadron. This division as a whole has previously had a very low advancement rate. His goal is to see every man advanced as a result of the next rating exam. Unfortunately, one week prior to the exam LT Johns discovers that 50% of his men are not qualified to take the rating exam because they have not completed their correspondence courses and practical factors, despite his continual lecturing that the Navy expects each individual to progressively advance.<br><br>Which of the following statements illustrates the major cause of LT Johns' difficulty in obtaining his goal?<br><br>(a) Obviously LT Johns was not forceful enough in announcing that the Navy expects every man to progressively advance.<br><br>(b) LT Johns should have had an intermediate objective of having all his men qualified to participate in the upcoming rating exam.<br><br>(c) LT Johns should have pointed out that the CO looks more favorably on those who have initiative for self-improvement.<br><br>(d) Instead of lecturing his men on advancement, LT Johns should have had his leading petty officer do it.<br><br>Answer: b |

REVISION_____DATE:

PART 5 SECMENT III

| T. O. Number | TEST ITEM |
|---|---|
| 4 | C DR Jones is the skipper of a fighter squadron. Knowing that the better trained his men are the better the squadron will be able to perform its mission, he desires to send the majority of squadron personnel to formal schools on the various aircraft systems. C DR Jones directs his division officers to send each of their men to one school even though many of the men will still be in school when the squadron deploys.<br><br>Which statement best explains why CDR Jones' squadron is only able to provide aircraft for 40% of its assigned missions?<br><br>(a) The men on board the squadron are not well-enough trained to maintain the aircraft in an up-status. (lack of training)<br><br>(b) The squadron is not manned at a satisfactory level. (The intermediate objective of training has not facilitated achieving the primary objective)<br><br>(c) The men on board are disgruntled because the others are still at home and therefore performing unsatisfactorily. (The organizational objective conflicts with personal objectives)<br><br>(d) All of the above.<br><br>Answer: b |

REVISION_____DATE:

PART 5 SEGMENT III

| T. O. Number | TEST ITEM |
|---|---|
| 5 | ENS Jones was under heavy pressure during his last combat tour. Although he performed his duties admirably, his combat experience of seeing many of his buddies wounded and killed has resulted in his objective to avoid future combat.<br><br>Which of the following statements best represents the course of action his superior officer should take in order to integrate ENS Jones' personal goals with the organization's mission?<br><br>(a) Explain that it is his duty to obey orders without question, in combat or not.<br><br>(b) Describe the hierarchical structure and tell him it is his duty to support it.<br><br>(c) Explain the responsibility he has to his peers and subordinates in order to save their lives in time of combat.<br><br>(d) All of the above.<br><br>Answer: c |

REVISION_____DATE:

PART 5 SEGMENT III

| T. O. Number | TEST ITEM |
|---|---|
| 5 | The lack of openings in his rating resulted in PR1 Smith having a negative attitude toward advancement and self-improvement. Consequently, Petty Officer Smith developed the objective of not participating in further advancement opportunities.<br><br>Which of the following statements represent possible solutions to the lack of integration of the personal and organizational objectives?<br><br>(a) PR1 Smith could request a conversion to a rating that has better opportunities for advancements and one in which he is qualified.<br><br>(b) Explain that advancements opportunities are a result of authorized manning levels dependent upon appropriations from Congress and that he is merely a victim of present circumstances.<br><br>(c) Explain to him that with added seniority and more self-study he will get closer to his objective, which is only delayed, and not entirely out of reach.<br><br>(d) All of the above.<br><br>Answer· d |

REVISION_____DATE:

Question 12.

A mortar platoon is assigned to provide fire support for an infantry battalion whose objective is to take a certain hill.

In this case, the PRIMARY objective of the mortar platoon is which of the following?

a. The same as the primary objective of the infantry battalion, to "take the hill"

b. To enable the infantry to accomplish its mission

c. To provide fire support for the infantry battalion

d. None of the above

Answer: c Ref: III.A.1.

Question 26.

LT Johns has recently taken over the airframes division in a P-2 squadron. This division as a whole has previously had a very low advancement rate. His goal is to see every man advanced as a result of the next rating exam. Unfortunately, one week prior to the exam, LT Johns discovers that 50% of his men are not qualified to take the rating exam because they have not completed their correspondence courses and practical factors, despite his continual lecturing that the Navy expects each individual to progressively advance.

Which of the following statements illustrates the major cause of LT Johns' difficulty in obtaining his goal?

a. Obviously LT Johns was not forceful enough in announcing that the Navy expects every man to progressively advance.

b. LT Johns should have had an intermediate objective of having all his men qualified to participate in the upcoming rating exam.

c. LT Johns should have pointed out that the CO looks more favorably on those who have initiative for self-improvement.

d. Instead of lecturing his men on advancement, LT Johns should have had his leading petty officer do it.

Answer: b Ref: III.B.1
III.C.1.b.

Question 18.

Which of the following BEST describes organizational objectives?

a. They indicate what the group is going to do.

b. They indicate what the group is going to do, and why the group is doing it.

c. They indicate what the group is going to do, why it is doing it, and how it intends to do it.

d. They indicate the hierarchy of command in the group which is necessary to accomplish the mission.

Answer: b Ref: III.B.2.a.

Question 19.

In a typical shipboard organization which is the general source of the ship's objectives?

a. Organizational objectives generally originate from the Captain and are implemented to the ship's company through the Executive Officer.

b. Organizational objectives generally originate among the department heads, who establish departmental objectives which support the broader organizational goals.

c. Organizational objectives generally originate from fleet headquarters, and are subject to interpretation by the ship's hierarchy of command, from Captain to leading petty officers.

d. Both a and c

Answer: a Ref: III.B.3.

Question 23.

CDR Jones is the skipper of a fighter squadron. Knowing that the better trained his men are, the better the squadron will be able to perform its mission, he desires to send the majority of squadron personnel to formal schools on the various aircraft systems. CDR Jones directs his division officers to send each of their men to one school even though many of the men will still be in school when the squadron deploys.

Which statement BEST explains why CDR Jones' squadron is only able to provide aircraft for 40% of its assigned missions?

a. The men on board the squadron are not being well-enough trained to maintain the aircraft in an up-status (lack of training).

b. The squadron is not being manned at a satisfactory level. (The intermediate objective of training has not facilitated achieving the primary objective.)

c. The men on board are disgruntled and therefore performing unsatisfactorily because the others are still at home. (The organizational objective conflicts with personal objectives.)

d. All of the above

Answer: b Ref: III.C.b.

Question 3.

Which correctly states the relationship between personal and organizational objectives?

a. In the lower levels of a hierarchy, specific objectives are assigned which must be attained by a smaller group comprised of individuals with personal goals of their own.

b. In the higher levels of the hierarchy, specific objectives are assigned which must be attained by dedicated officers who may not consider their own personal goals.

c. The higher the source of organizational objectives, the more closely related they are to personal goals.

d. In a well-run organization, there should be no relationship between organizational and personal goals.

Answer: a Ref: III.D.1

Question 22.

When personal and organizational goals are incompatible, what is the result?

a. Loss of focus on personal goals, but better discipline, and good morale

b. Improved focus on organizational objectives, but poor discipline and low morale

c. Loss of focus on organizational objectives, poor discipline and low morale

d. Organizational objectives will remain unaffected, but discipline and morale will suffer.

Answer: c Ref: III.D.2.c.

Question 30.

In what way do organizational goals affect leadership?

a. Whether an individual becomes an effective leader depends in part upon his clear understanding of the organization's goals.

b. Whether an individual becomes an effective leader depends entirely upon his clear understanding of the organization's goals.

c. Successful leadership results from suppression of all personal goals in favor of organizational goals.

d. Successful leadership requires that an individual substitute organizational for personal goals.

Answer: a Ref: III.D.2.C.2).

Question 27.

Which correctly lists possible sources of objectives?

a. Higher authority, subordinates, internal sources, and personal goals

b. Higher authority, subordinates, external sources and directives

c. Higher authority, internal sources, external sources, and subordinates

d. Higher authority, external authority, internal and external sources

Answer: c Ref: III.E.1.

United States Naval Academy

# INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

## PART FIVE

## MILITARY MANAGEMENT

### Segment IV

### Planning

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

# PLANNING

## PROGRESS CHECK

Question 1.

Planning may be defined as:

a. The selection, from several alternatives, of future action

b. The function by which a leader determines (within the area of his authority) what objectives are to be accomplished and how and when they will be reached

c. The means by which the organization is guided from the present into the future in order to accomplish a mission or objective

d. All of the above

Question 2.

Which of the following statements indicates the relationship of planning, programing, and budgeting?

a. Planning is forecasting needs, whereas programing is the allocation of monies budgeted. Budgeting is the actual obligation of funds against the planned programs.

b. Budgeting is dependent upon the amount of time allocated to planning and the resources actually programed.

c. Before any planning can be accomplished, a budgeted program must be approved and implemented.

d. Planning determines force and support level objectives and requirements; programing translates these requirements into resources; and budgeting expresses the programed requirements in financial terms for funding.

Question 3.

1. MIDN 1/c Peterson was directed to plan the entertainment for a group of 30 young ladies visiting the Academy from a girls' college. In order to be prepared for all possible contingencies, he set out to prepare an exhaustive list of activities covering all possible choices of entertainment as his first mission objective. Secondly, he prepared a statistical breakdown of all numerical combinations these choices might result in. From the predictive data he concluded that 15 girls will want to go on a moonlight YP cruise, 10 girls will choose to see a musical club show, and 5 girls will choose to attend a sporting event. Accordingly, he ordered 15 box lunches for the YP cruise, and purchased show tickets and sports events tickets in advance for 10 and 5 girls, respectively. He was confused and embarrassed when 18 girls chose the sports event and 10 chose the cruise, with 2 girls not showing up at all.

2. MIDN 1/c Owens was required to plan a Saturday afternoon YP cruise in which each midshipman participating would invite a young lady guest. He invited LT and Mrs. Watson as chaperons. Since the funds he had collected were very limited, he chose to budget the cost of the affair closely by visiting several Annapolis food caterers and obtaining a rock-bottom price for prepared lunches. On the Saturday in question he spent most of the day procuring the food and arrived at the boat, bearing the lunches, just 10 minutes before departure time. All of the crew and the guests were assembled, ready to go, but, unfortunately, Owens had been away from the Academy all day and had not made a final check with LT Watson. LT Watson had failed to make a note of the YP cruise and planned an out-of-town weekend. When Owens called LT Watson's quarters there was no answer. The cruise was cancelled and the party ate the lunches alongside the pier.

Select the statement which correctly assesses the planning described above.

a. In both incident 1 and incident 2, the problem resulted from overplanning.

b. In incident 1 the problem resulted from overplanning; in incident 2 the problem resulted from underplanning.

c. In both incident 1 and incident 2 the problem resulted from underplanning.

d. In both incident 1 and incident 2, the problem resulted from neither underplanning nor overplanning.

Question 4.

LTJG Thompson and LT Belt are presidents of the local base PTAs for the grammar school and junior high school, respectively. The problems that both presidents inherited are similar and involve a general apathy on the part of both teachers and parents toward the PTA. The Base Commander had a talk with both officers and informed them that it was his objective to improve the base schools, put them back on the right track, and at the same time gain the enthusiastic support of the parents. The PTA presidents began making the following plans:

> Mr. Thompson organized an extensive publicity campaign, obtained the names of all families with children in the first through sixth grades, programed interesting guest speakers on topical educational subjects and generally "beat the drum" through the school channels as well as the parents' channels to rejuvenate the grammar school PTA.
>
> Mr. Belt checked the list of families with children in junior high and found that 50% of them would be leaving in one year and that about the same number with children in grammar school would be junior high parents next year. In an effort to meet the objective set by the Base Commander, he published a "flyer" for each student to take home outlining the ideas of the Base Commander. LT Belt's major efforts were directed toward planning for the new parents who were being indoctrinated by Mr. Thompson to get the junior high PTA "off the ground" next year.

How would you classify this planning?

a. Both short range

b. LTJG Thompson's short--LT Belt's long

c. Neither long range

d. LT Belt's short--LTJG Thompson's long

Question 5.

LTJG Linton takes over as deck division officer on an LPH. He is given a budget of $50.00 per quarter for such supplies as hand tools, cleaning gear, office supplies, etc. On his relieving inspection, Mr. Linton discovers that about $150 worth of supplies are needed. Which program should he use to bring his supplies up to his allowance?

a. Buy all the office supplies he needs the first quarter, then replenish the tools and cleaning gear the second and third quarters, respectively.

b. Requisition all the tools he needs first, then add the office and cleaning supplies as the money becomes available.

c. Arbitrarily order $50.00 worth of the needed supplies each quarter.

d. Determine which of the supplies are needed most critically, order them first, and get the rest during succeeding quarters.

Question 6.

Leaders at various organizational levels spend varying amounts of time at the planning function. Also leaders at every level spend varying amounts of planning time for projects according to the time-phase of that project. For instance, a Vice Admiral generally spends 5% of his time planning current operations, but spends a full 40% of his time planning for operations six months in the future, and 10% of his time planning for five years in the future.

Select the statement below which correctly shows the amounts of time spent by a department head, aboard ship, and his leading CPO planning current operations and operations six months in the future.

| | | Current Operations | 6 Months Ahead |
|---|---|---|---|
| a. | Dept. Head | 80% | 5% |
| | Leading Chief | 50% | 15% |
| b. | Dept. Head | 50% | 5% |
| | Leading Chief | 80% | 15% |
| c. | Dept. Head | 50% | 15% |
| | Leading Chief | 80% | 5% |
| d. | Dept. Head | 5% | 80% |
| | Leading Chief | 15% | 50% |

Question 7.

The total amount of duty time devoted to planning varies according to the leader's level in the organization. The Captain of a ship directs that plans be developed: (1) to improve first term reenlistments of personnel currently on board; and (2) to prepare for emergency disaster on the ship at sea and in port.

At what level in the ship organization would these plans be developed?

a. CPO level

b. Department level

c. Division level

d. Executive Officer level

Question 8.

Marine CAPT Flowers, operating his artillery battery 15 miles south of Phu Bai, had to make daily ammunition runs into Phu Bai to keep his ammunition dump stocked with enough rounds to provide the infantry units with continuous fire support. The road to Phu Bai was hazardous and contained approximately 5 critical bridges. Harassment by the VC of bridge security units was increasing. Current intelligence reports indicated that several bridges were to be destroyed shortly. Flowers decided to build a large ammunition dump to stock a 5-day supply of ammunition in event any of the critical bridges to Phu Bai were destroyed.

Select the technique of forecasting used by CAPT Flowers in this situation.

a. CAPT Flowers had not exercised proper forecasting technique earlier in his planning.

b. CAPT Flowers was estimating the future effects of current events or situations.

c. CAPT Flowers was planning before he received a specific mission or had formulated his primary objective--this was long-range planning.

d. Both a and c above

Question 9.

MIDN 1/c Morrow is in complete charge of producing a Musical Club Show. He has to select an appropriate script, recruit a cast, arrange for rehearsal times, obtain tickets and plan their sale, recruit a stage crew, line up an orchestra, and arrange for construction of a set. All this must be carried out within a budget prescribed by his estimated ticket sales.

Select the paragraph which correctly describes the five basic actions of estimating which MIDN Morrow must carry out.

a. Estimating begins with facts. Once they are assembled, the best course of action is chosen by compilation and consideration of all available data. Estimating is a generalized function as compared to the specific aspects of selecting the final course of action.

b. Estimating begins with the course of action. Only after making a decision as to basically what course is to be followed, can effective estimates of the ramifications of such a course be interpolated. Midway in this process, of course, will be the interjection of the data basis of facts. The final functional portion of the process is an analysis and comparison.

c. Estimating begins with a clarification of the problem. Next the facts are carefully compiled and all those that have a bearing on the mission objective are carefully noted. Following this, all possible courses of action are designated, and an analysis and comparison of all these courses is made. The final step is to decide on the best course of action.

d. Estimating begins with an analysis of the possible courses of action. Coupled with this analysis is a consideration of the facts. The next step is a clarification of the mission so that an analysis and comparison of the mission objective can be made in terms of all available data.

Question 10.

Refer to the situation described in Question 9 in which MIDN Morrow is planning a Musical Club Show.

Select the correct sequence of planning which MIDN Morrow must follow in order to properly plan the show.

a. Estimate of the situation, reviewing all contingencies; development of a plan, coordinating all objectives; receipt of directive for mission from higher authority; issuance of directive to subordinates.

b. Receipt of mission directive from higher authority followed by analysis to determine tasks and objectives; estimate of the situation, reviewing all contingencies followed by decision on course of action to accomplish mission; develop a plan, coordinating all objectives with necessary echelons.

c. Receipt of a mission directive from higher authority; development of a plan, coordinating of all objectives; estimate of the situation, reviewing all contingencies; issuance of a directive to subordinates.

d. None of the above

# PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Five SEGMENT IV

REMEDIATION TEXT Linear Text (HLT)

| ITEM | ANSWER | REMEDIATION REFERENCE |
|---|---|---|
| 1 | c | Pages 1 - 4 |
| 2 | d | Pages 14 - 17 |
| 3 | b | Pages 7 - 10 |
| 4 | b | Pages 11 - 13 |
| 5 | d | Pages 14 - 17 |
| 6 | c | Pages 18 - 20 |
| 7 | d | Pages 18 - 20 |
| 8 | b | Pages 21 - 27 |
| 9 | c | Pages 24 - 27 |
| 10 | b | Pages 24 - 28 |
| 11 | | |
| 12 | | |
| 13 | | |
| 14 | | |
| 15 | | |

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Five Segment IV

| ITEM NO. | T. O. | E. O. |
|---|---|---|
| 1 | 1 | |
| 2 | 4 | 1 |
| 3 | 2 | |
| 4 | 3 | 1 & 2 |
| 5 | 4 | |
| 6 | 5 | |
| 7 | 6 | |
| 8 | 7 | |
| 9 | 8 | |
| 10 | 10 | |
| | | |
| | | |
| | | |
| | | |
| | | |

Question 20.

Select the statement which correctly defines overplanning.

a. The gathering of overextensive facts and data, including some that are inaccurate

b. An attempt to predict events that are unpredictable

c. Planning with a greater regard for the future than for the present

d. Planning with a greater regard for the present than for the future

Ans. b, Ref. 5.4, TO-2/EO-2

Question 64.

Which statement correctly describes the estimating phase of planning?

a. Estimating the future effects of current events before the receipt of a specific mission

b. Producing a logical and analytical approach to the solution of a problem upon the designation of a mission

c. Outlining a solution to a problem that will enable subordinates to discriminate the appropriate responses in order to accomplish a specific mission

d. A continual process of estimating any arising emergencies and developing contingency plans for implementation in response to them, whether before or after designation of a specific mission

Ans. b, Ref. 5.4, TO-8/EO-I

PART 5 SEGMENT IV

| T. O. Number | TEST ITEM |
|---|---|
| 1 | Select the statement which best defines planning.<br>a. The function by which a leader determines what objectives are to be accomplished.<br>b. The preparation of alternatives to various courses of action.<br>c. The overall means which a leader employs to guide his organization from the present to the future, including determination of objectives, selection of means, evaluation of alternatives, and the scheduling of activities.<br>d. The evaluation of objectives.<br><br>correct answer: c |
| | REVISION_____DATE: |

PART 5 SEGMENT IV

| T. O. Number | TEST ITEM |
|---|---|
| 2 (EO-1) | Select the statement which best defines underplanning.<br>a. Leader pays too much attention to details, beyond the need required for the situation.<br>b. Leader makes improper predictions of future events, due to attempting to predict events that are basically unpredictable.<br>c. Leader does not make a correct discrimination of the range of contingencies that could occur.<br>d. Leader fails to adequately make use of all human and material resources that are available to him.<br><br>correct answer: c |

REVISION_____DATE:

PART 5 SEGMENT IV

| T. O. Number | TEST ITEM |
|---|---|
| 2<br>(EO-2) | Select the statement which best defines overplanning.<br>a. The gathering of overextensive facts and data, including some that are inaccurate.<br>b. An attempt to predict events that are unpredictable.<br>c. Planning with a greater regard for the future than for the present.<br>d. Planning with a greater regard for the present than for the future.<br><br>Correct answer: b |

REVISION_____DATE:

PART 5 SEGMENT IV

| T. O. Number | TEST ITEM |
|---|---|
| 3 (EO-1) | Select the statement which best describes a long-range planning.<br>a. Planning for the establishment of a beachhead by a Marine amphibious landing force conducting an amphibious landing on a hostile shore subsequent to an initial establishment of an airhead inland.<br>b. Planning for the changeover of the Navy to all nuclear-powered vessels.<br>c. Developing plans to switchover to an emergency diesel-powered generator onboard a ship.<br>d. The plans for a full-dress parade and review of the Midshipmen's Brigade in honor of a visit to the Naval Academy by the President.<br><br>correct answer: b |

REVISION_____DATE:

PART 5 SEGMENT IV

| T. O. Number | TEST ITEM |
|---|---|
| 5 | LT Brown is a department head and CPO Hallingford is a division chief petty officer.<br><br>Select the most correct statement describing the relative amount of time when performing these functions that they must allocate to planning.<br><br>a. Brown 70% planning; Hallingford 10% planning.<br>b. Brown 40% planning; Hallingford 20% planning.<br>c. Brown 50% planning; Hallingford 50% planning.<br>d. Brown 30% planning; Hallingford 50% planning.<br><br>correct answer: a |

REVISION_____DATE:

PART 5 SEGMENT IV

| T. O. Number | TEST ITEM |
|---|---|
| 7 | Refer to incident number 2 described in test item PC-3.<br><br>MIDN Owens planned another YP cruise, but this time he stationed one subordinate at the Academy to receive telephone calls for him and he arranged for ENS and Mrs. Rogers to stand by as alternate chaperons.<br><br>After checking the following list of forecasting techniques, select the statement which correctly indicates those employed by MIDN Owens.<br><br>1. Leader and subordinate constantly gather information pertaining to their activities.<br><br>2. Leader evaluates trends in current activities as a means of predicting the situation that will exist at a future time.<br><br>3. Leader develops contingency plans for response to an emergency.<br><br>a. 1 and 2<br><br>b. 2 and 3<br><br>c. 1 and 3<br><br>d. None of the above.<br><br>correct answer: c |

REVISION_____ DATE:

PART 5 SEGMENT IV

| T. O. Number | TEST ITEM |
|---|---|
| 8 | Refer to the incident in the test item given previously for PC-9 in which MIDN Morrow faced the task of planning a Musical Club show.<br>In the course of obtaining scenery for the show, MIDN Morrow found he had to choose between building an entirely new set, repainting one which had been used previously, working with only a curtain backdrop, or renting some furniture and screens from an Annapolis second-hand dealer.<br>Select the item which correctly designates which of the five basic steps of estimating MIDN Morrow employed when deciding about the scenery.<br><br>a. Analysis and comparison of all courses of action.<br>b. Clarification of the problem and gathering facts.<br>c. Stating the objective of the mission.<br>d. Analysis and comparison of all courses of action followed by selection of the best course.<br><br>correct answer: d |

REVISION_____DATE:

PART 5 SEGMENT IV

| T. O. Number | TEST ITEM |
|---|---|
| 10 | Refer to situation number 2 described in PC-3 in which MIDN Owens was required to plan a Saturday afternoon YP cruise.<br>Select the statement which correctly designates the basic elements in the sequence of planning which MIDN Owens failed to carry out properly, with the result that the cruise was aborted.<br>a. Issuance of a directive to subordinates.<br>b. Estimate of the situation, reviewing all contingencies.<br>c. Receipt of mission directive from higher authority.<br>d. Development of a plan, coordinating all objectives.<br><br>correct answer: b |
| | REVISION_____DATE: |

PART 5 SEGMENT IV

| T. O. Number | TEST ITEM |
|---|---|
| 4<br>EO-1) | Select the statement below which correctly describes the relationship between planning, programming and budgeting.<br>a. Planning determines the manpower/material requirements to accomplish a mission; programming time phases these requirements to satisfy the mission; budgeting expresses the manpower/material requirements in financial terms.<br>b. Planning determines the objectives and actions to accomplish a mission; programming translates the requirements into time-phased manpower/material resources; budgeting expresses the programmed resources in financial terms.<br>c. Planning determines the manpower/material/financial resources required to accomplish a mission; programming time-phases these requirements; budgeting allocates specific amounts of these resources at the proper time.<br>d. Planning determines the objectives and actions to accomplish a mission; programming translates these objectives and actions into time-phased resource<br>- Continued on next page - |

REVISION_____DATE:

PART 5 SEGMENT IV

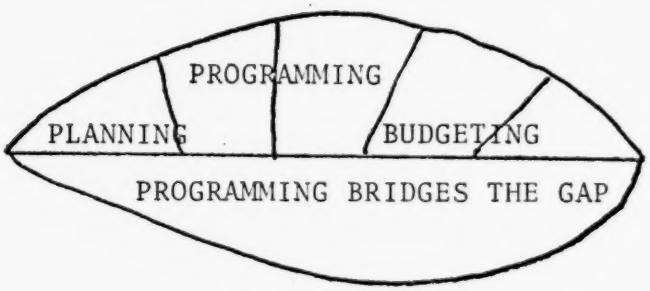
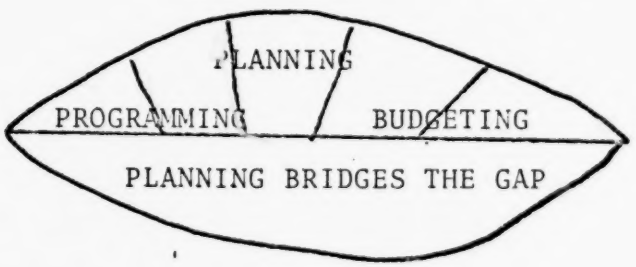
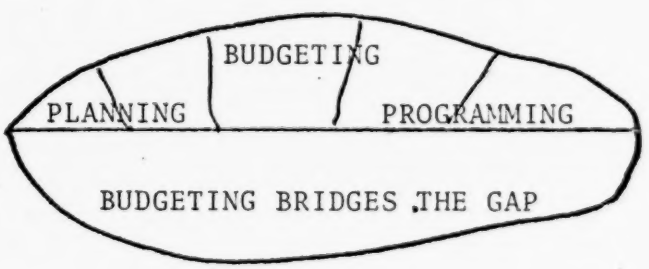
| T. O. Number | TEST ITEM |
|---|---|
| 4<br>(EO-1) | - Continued from preceding page -<br>requirements; budgeting expresses the programmed resources in financial terms.<br><br>Answer: b. |
| | REVISION_____DATE: |

PART 5 SEGMENT IV

| T. O. Number | TEST ITEM |
|---|---|
| 6 (EO-1) | A plan of operations was recently delivered to the commanding officers involved, detailing an ASW exercise in the North Atlantic next spring. At what organizational level was the plan devised?<br><br>a. Chief of Naval Operations<br><br>b. Commander Submarine Force, U.S. Atlantic Fleet<br><br>c. Commander ASW Force; U.S. Atlantic Fleet<br><br>d. Commander Second Fleet<br><br>correct answer: d |

REVISION_____DATE:

PART 5 SEGMENT IV

| T. O. Number | TEST ITEM |
|---|---|
| 4 (EO-1) | Which of the following diagrams correctly illustrates the relationships between planning, programming and budgeting?<br><br>a.  <br><br>b.  <br><br>c.  <br><br>d. None of the above.<br><br>correct answer: a |
| | REVISION_____DATE: |

United States Naval Academy

# INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

## RESEARCH UNIT SIX

## (PART FIVE, SEGMENTS IV, V, VI)

## CUMULATIVE POST-TEST

## SIX

Ref: CO IV-A.2.

Annapolis, Maryland

1970

Question 6.

Lt Heady has been asked by his CO to train a group to compete in a navigation training exercise. He canvasses knowledgeable officers for recommendations on men who have performed outstandingly in navigational tasks. He then consults senior officers on the kinds of problems they think might be given to competitors. He simulates these problems and constructs realistic tests of the ability of his chosen men to solve them. Increasingly strict performance criteria are specified and contingencies of sickness and transfer are accounted for. Each man specializes in various navigational functions, so that there is no duplication of effort.

This description BEST illustrates which of the following?

a. Implications of underplanning

b. Difficulty in discriminating long-range from short-range plans

c. Characteristics of good plans

d. Implications of overplanning

Answer: c Ref: IV-A.4.

Question 24.

Tactical, budgetary and contingency plans are related in which of the following ways?

a. All long-range in timespan

b. Budgetary plans are prepared on a fixed timespan, while tactical and contingency plans are prepared on variable timespans.

c. All independent of time considerations

d. Dependent on each other for time considerations

Answer: b Ref: IV-B.3.

Question 3.

Match the leadership level with the management function on which relatively more time would be spent.

| Leadership Level | Management Function |
|---|---|
| 1. Commanding Officer | A. Directing |
| 2. Division Head | B. Planning |
| 3. Petty Officer | C. Organizing |

a. 1-C, 2-B, 3-A

b. 1-B, 2-A, 3-C

c. 1-B, 2-C, 3-A

d. 1-A, 2-B, 3-C

Answer: c Ref: IV, C.2.

Question 25.

A Fleet Commander is estimating the disposition of his planning time. He is primarily concerned with how much of his total planning time should be spent on various categories. If he assigns his time according to periods that are categorized as: "Current," "1 month ahead," "6 months ahead," "1 year ahead," and "5 years ahead," which of the following schedules would be most characteristic for a Fleet Commander, according to suggested naval standards of the management process?

| | Current | 1 Month Ahead | 6 Months Ahead | 1 Year Ahead | 5 Years Ahead |
|---|---|---|---|---|---|
| a. | 2% | 5% | 20% | 25% | 48% |
| b. | 25% | 50% | 15% | 10% | NONE |
| c. | 15% | 40% | 45% | NONE | NONE |
| d. | 5% | 15% | 40% | 30% | 10% |

Answer: a Ref: IV-C.2.

Question 7.

Which of the following activities is not included in the forecasting phase of naval planning?

a. Translation of decision to take action, by publishing of the plan

b. Gathering of information by leader and subordinates, with special reference to facts that pertain to their activities

c. Evaluation by leader of trends in current activities to predict the situation which will exist at various times in the future

d. Development by leader of contingency plans for implementation in response to arising emergencies

Answer: a Ref: IV-D.1.

Question 13.

An aide in the office of the Commandant of Midshipmen is preparing a memo, at the direction of the Commandant. It has been proposed that a special category of student be admitted to the Academy in coming years, and that this category should be female. The aide has prepared a questionnaire that has been distributed not only to former Academy graduates, but to plebes and midshipmen of advanced standing. In addition, he has polled the opinions and reactions of line officers and command ranks.

In what category of the management process has the aide been exercising his efforts?

a. Forecasting
b. Estimating
c. Plan preparation
d. Long-range plans

Answer: a Ref: IV-D.1.

Question 26.

In which step of planning does the leader formulate contingency plans?

a. Forecasting

b. Estimating

c. Programing

d. Plan preparation

Answer: a Ref: IV-D.1.

Question 8.

Which of the following groups of terms BEST characterizes the major components of planning?

a. Budgeting, programing, strategy

b. Forecasting, estimating, preparation

c. Estimating, developing, deciding

d. Tactical specification, budget requirements, contingency provisions

Answer: b Ref: IV-D.1.,2,3

Question 27.

A Staff Operations Officer is assigned the development of a plan to conduct an Electronic Countermeasures (ECM) exercise in connection with a possible confrontation with potential hostile units of a foreign power. He determines, from an overall fleet operating plan, the number and type of surface and air units available for the exercise and the technical and tactical support to be expected. His analysis reveals that, while most units will be available in thirty days, critical anti-submarine craft and personnel will not be available until sixty days from the date of his directive. Although it is important to be prepared for possible confrontation, the Operations Officer has concluded that an early exercise would be wasteful and inconclusive and recommends the additional thirty-day wait until important units are available.

The above situation is an illustration of which of the following?

a. Forecasting
b. Estimating
c. Plan preparation
d. Underplanning

Answer: b Ref: IV-D.2.

Question 5.

Which of the following statements BEST defines the process of estimating?

a. Estimating is that phase of planning which occurs before the receipt of a specific mission, or the formulation of primary or intermediate objectives.

b. Estimating must be preceded by publication before it can become effective in the overall plan.

c. Estimating always answers for a leader's subordinates the questions, "who," "what," "when," "where" and "why," and is the means used by the leader to outline solutions for subordinates to discriminate responses for implementing his decision.

d. Estimating is specific, aimed at the solution of a particular problem, and is a logical and analytical approach to the solution of a problem.

Answer: d Ref: IV-D.2.

## CUMULATIVE POST-TEST

## SIX

Question 1.

Which of the following terms is operationally defined as "the means by which a leader outlines a solution that will enable subordinates to discriminate the appropriate response they must make in order to implement his decision"?

a. Plan preparation

b. Forecasting

c. Estimating

d. Contingency plan

Answer: a Ref: IV-D.3.b.

Question 30.

LTJG Bock is directed to evaluate a new intership signal system. His initial estimate of the situation reduces to a question of what advantages the new system would have over the old one. He collects information on the efficiency of the old system in terms of total information transmitted and error sources. He specifies various methods of evaluation, including widely disparate conditions, and on the basis of analyzing these alternate courses decides on one. He develops his plan and, after it is approved by the appropriate authorities, publishes and promulgates it to all concerned parties.

LTJG Bock's activities demonstrate which of the following terms?

a. Planning sequence
b. Programing
c. Organizing process
d. Plan preparation

Answer: a Ref: IV-D.4.

United States Naval Academy

# INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

## PART FIVE

## MILITARY MANAGEMENT

### Segment V

### Organizing: Principles and Process

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

# ORGANIZING: PRINCIPLES AND PROCESS

## PROGRESS CHECK

Question 1.

Select the statement which best discusses the importance of organizing to military management.

a. Organizing is important to military management because it results in the planning of all contingencies in the structuring of authority, thereby permitting the achievement of the task in the most expeditious manner.

b. Organizing is important to military management because only organizing can ensure that the diverse capabilities of the military will merge, at all levels, in the achievement of their common goals.

c. Organizing is important to military management because it produces an advantageous mixture of authority and reduces the requirement for coordination.

d. Complex organizing is of paramount importance to military management because mission accomplishment cannot be achieved unless clear distinctions are drawn between goals and objectives.

Question 2.

When LT Perrick reported to his assigned section on his first shore duty tour, he expected to take over a well established, efficiently functioning organization. What he found was something else. The organization chart showed that the section had to report to two separate offices and that each office had to be contacted for permission to proceed on particular section projects. The section had been organized into many subsections for what appeared to be no reason other than to give a senior petty officer a title. Similar administrative functions were being performed by each subsection, progress reports were not standardized, and each petty officer heading a subsection had no authority, at least in writing, to take any action without the permission of the officer-in-charge.

Select the statement which indicates the best course of action for LT Perrick to take in reorganizing his section.

a. First LT Perrick should request that his section be subordinated to only one office. Next he should work at his section organization with the objective of decreasing his own span of control, grouping like tasks, and delegating specific authority to his subsection chiefs.

b. The first and most important problem is that LT Perrick must report to two separate bosses. Once this problem is corrected, the other minor problems within the section will take care of themselves.

c. There is obviously a span of control problem on the base. LT Perrick should recommend to the Base Commander that Perrick's section report to one office only to solve this problem. Additionally, LT Perrick needs to give his subsection chiefs some specific authority to take action. This would solve the other internal problems of the section.

d. LT Perrick should recommend in writing to the Base Commander that a committee be formed to look into the feasibility of doing away with the section to which he has been assigned. The problem facing LT Perrick obviously extends beyond his own section.

Question 3.

LT Phydeaux, stationed at an inland naval ammunition depot, had 15 subsections under his department. As part of a special report from the depot required by DOD, Phydeaux's department was tasked with preparing a major input. The report was a crash project, so Phydeaux called a quick meeting, requiring attendance by the 15 subsection leaders. Phydeaux tried to assign a different aspect of the report to each of the 15 leaders, but because of the large number of assignments involved, he confused who should be responsible for what. Consequently, responsibility for the report was not adequately assigned and the subsection leaders were confused about their individual tasks. The deadline arrived but Phydeaux's portion of the report was not ready. He couldn't understand why.

What was the basic problem in this situation and how can it be prevented in the future?

a. The problem was caused by the subsection leaders' failure to insist on clear assignment of tasks before they left the meeting. To correct this, LT Phydeaux should insist that henceforth the leaders ask questions until any confusion is eliminated.

b. LT Phydeaux failed to outline in detail the specific requirements of each subsection leader; this problem arose because of improper span of control. Correction: he should combine similar subsections, thus reducing his span of control; then he can concentrate on giving coherent and detailed instructions to fewer subsection leaders.

c. LT Phydeaux did not himself understand what should go into his department's part of the report or he could have explained it better. Correction: LT Phydeaux should question his own superiors until he is sure that he understands his own assignment, so that he can properly assign his subordinates to the task.

d. The problem was a lack of understanding of the urgency of the situation. In the future, LT Phydeaux must stress the necessity of completing task requirements within the assigned time period; he should discipline subordinates who do not finish their work on time.

Question 4.

The Base Special Services Officer (SSO) assigned Marine CAPT Swann to be the Quantico Marines track coach. With this duty assignment also went the responsibility for organizing and conducting the annual Quantico Relays with approximately 50 schools, clubs, and service units participating. CAPT Swann soon discovered that there was more to being track coach than telling the team to "run faster." He was also responsible for supervising such matters as track maintenance, equipment procurement and control, budget accountability, publicity, officiating, visiting team housing and messing, plus the planning for the relays.

What would be the best way for the SSO to help CAPT Swann cope with his multiple tasks?

a. Review all of CAPT Swann's separate duties, decide which are the most important and tell him to concentrate on them only.

b. Reduce the span of control for CAPT Swann and evaluate the feasibility of setting up a special section to organize and conduct the relays.

c. The problem appears to be a lack of unity of command and too many levels of authority. The Base SSO should create a new position, Director of Track and Field, with two separate sections, Track Team and Quantico Relays.

d. Select five separate areas for CAPT Swann to supervise directly and provide assistance to him for the remainder.

Question 5.

LT Rambeau on the staff of the Operations Officer at COMPHIBPAC (Coronado, Calif.) was designated to attend a special scheduling conference of CINCPACFLT in Hawaii. As one of his duties at PHIBPAC, LT Rambeau had planned and submitted a schedule of amphibious ship rehabilitation. This schedule for the coming year had just recently been approved. LT Rambeau's instructions for the conference were rather vague and general from his Operations Officer--"Look out for our amphibious boys, and don't let those 'coconuts' overcommit us." However, the PHIBPAC Chief of Staff called the Operations Officer and LT Rambeau into his office before LT Rambeau departed and he issued some specific guidelines as to LT Rambeau's authority to make PHIBPAC commitments at the CINCPACFLT conference.

Which of the following statements best states the procedure for and amount of delegation of authority to be given to LT Rambeau in the situation above?

a. The Chief of Staff should prepare a memo for LT Rambeau stating that LT Rambeau has authority to take action on all matters affecting commitment of amphibious shipping.

b. The Chief of Staff should instruct LT Rambeau that he is not to make any commitments for amphibious shipping without first consulting PHIBPAC Operations Officer or himself.

c. The Chief of Staff should inform LT Rambeau that he has the authority to make routine commitments of shipping based on the current deployment and maintenance schedules but that any requests for ships that would jeopardize the rehab schedule should be referred to COMPHIBPAC for resolution.

d. The Chief of Staff should prepare a memo for LT Rambeau authorizing him to make commitments for LST type shipping only.

Question 6.

Select the situation in which the leader has best provided leadership and resources so as to accomplish the mission effectively.

a. LT Astor, the Weapons Officer, decided after a detailed inspection that the ASROC missile launcher required an overhaul. Normally the task requires two or three weeks work by at least two men. LT Astor assigned two experienced men and two inexperienced men to the job, allotting them 8 days to complete it. CPO Griffin, the man in charge, borrowed tools from the engineering department, and the men worked long hours, finishing the job in 11 days.

b. LT Leroy, the Operations Officer, decided that since the ship was not engaged in maneuvers, three of the ship's radar repeaters should be overhauled. He instructed his CPO to supervise the task. CPO Jones was given complete authority to act for the Operations Officer in gathering necessary spare parts and tools, and for coordination with the Engineering Department. Working with an old edition of the operations manual, CPO Jones and his four men accomplished the task on time.

c. LT Libby, the Engineering Officer, inspected the vapor compression distilling units and determined the need for an extensive overhaul of one. He also determined that the other unit could provide all the necessary fresh water for the ship for a period of two weeks. After checking that the storeroom had the necessary spare parts and tools, LT Libby assigned his assistant, LTJG Robbins, the task of supervising the overhaul. He provided Robbins with 7 men and allotted him two weeks to complete the job. More men were on standby in case Robbins needed them.

d. LT Mackee, the Supply Officer on a destroyer, assigned 1st Class Storekeeper Clemson the task of supervising the ship's replenishment. The chief storekeeper was on emergency leave, and Clemson, who had only served on aircraft carriers, was to order fresh and frozen foods, coordinate all delivery dates, ready the storeroom, and organize working parties to load everything. After instructing Storekeeper Clemson, LT Mackee went on a week's leave.

Question 7.

From the following choices select the statement which describes the importance of delegating authority.

a. Delegation of authority permits the development of the skills and capabilities of subordinates as well as those of the person delegating.

b. Delegation of specific grants of authority for specific duties makes it possible for a superior to cope with his responsibilities which frequently are numerous, complex, and time consuming.

c. Delegation of authority permits subordinates to carry out their responsibilities with proper authority without diluting the overall responsibility of a superior.

d. All of the above

Question 8.

You are assigned to duty at the Naval Academy. One of your primary responsibilities is serving as Protocol Officer for the Superintendent.

How would you organize your Protocol Section knowing that the Midshipman Deputy Brigade Commander is designated to act as official host for all guests visiting the Naval Academy in an official capacity, and to coordinate all details of protocol?

a. Have the Deputy Brigade Commander notified of the time and date of official visitors, then leave all the arrangements to him.

b. Give the Deputy Brigade Commander a check-off list to use as he coordinates details of protocol.

c. Divide the tasks up into--meeting and greeting--honoring--briefing--housing and feeding--entertaining and transporting--insure that someone is assigned to each task and check all facilities at your disposal. Coordinate with the Deputy Brigade Commander as to the performance of each task.

d. Plan to handle all the tasks alone, keeping the Deputy Brigade Commander informed as to the details.

Question 9.

LTJG Holmer has been designated by his Captain to organize and conduct classes in OOD duties for the new junior officers. He has been given three assistants to help set up the classes, and he is preparing to assign their tasks to them.

Select the combination that represents the best grouping of tasks to be assigned to the three assistants.

1) Assembly of instructional materials
2) Checking classroom availability
3) Outlining course content
4) Developing lectures
5) Scheduling class hours
6) Booking classroom space for use by LT Holmer
7) Checking storeroom for paper, pencils and other supplies

a. 1, 2, 6
   3, 4
   5, 7

b. 1, 7
   3, 5, 6
   2, 4

c. 1, 5
   2, 3, 4
   6, 7

d. 1, 7
   2, 5, 6
   3, 4

Question 10.

The following list contains several drills normally conducted aboard ship.

Select the pairing of items which is not homogenous.

1) General quarters
2) Fire
3) Collision
4) Fueling
5) Flooding

a. 2 and 3
b. 2 and 5
c. 1 and 4
d. 1 and 3

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Five SEGMENT V

REMEDIATION TEXT Linear Text - Volume V-A

| ITEM | ANSWER | REMEDIATION REFERENCE |
|---|---|---|
| 1 | b | Pages 1-3 |
| 2 | a | Pages 4-8 |
| 3 | b | Pages 9-14 |
| 4 | b | Pages 9-14 |
| 5 | c | Pages 15-17 |
| 6 | c | Pages 25-26 |
| 7 | d | Pages 15-17 |
| 8 | c | Pages 21-29 |
| 9 | d | Pages 22-24 |
| 10 | c | Pages 22-24 |
| 11 | | |
| 12 | | |
| 13 | | |
| 14 | | |
| 15 | | |

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Five Segment V

| ITEM NO. | T. O. | E. O. |
|---|---|---|
| 1 | 1 | |
| 2 | 2 | |
| 3 | 3 | |
| 4 | 4 | |
| 5 | 5 | |
| 6 | 8 | |
| 7 | 5 | 1 |
| 8 | 6 | |
| 9 | 7 | 1 |
| 10 | 7 | 2 |
| | | |
| | | |
| | | |
| | | |
| | | |

PART 5 SEGMENT V

| T. O. Number | TEST ITEM |
|---|---|
| 1<br>(EO-1) | Select the statement which correctly describes the purpose of organizing.<br>a. The purpose of organizing is to facilitate the accomplishment of a particular goal or task which requires a division of responsibility as well as advantageous mixing of component relationships sharing a common goal.<br>b. The purpose of organizing is to provide a recognizable management structure to which referral of organizational problems can be made.<br>c. The purpose of organizing is to facilitate coordination of lateral and vertical structural communication.<br>d. All of the above.<br><br>correct answer: a |

REVISION_____ DATE:

PART 5 SEGMENT V

| T. O. Number | TEST ITEM |
|---|---|
| 3 | As a result of recent budget cuts, all full-time military supervisory (coach) positions in the special services Department at Quantico were abolished. A civilian Director of Athletics was hired and tasked with the supervision (coaching) of varsity-level teams in all sports. It was felt that one overall Director, supported by a number of military personnel assigned additional duty as part-time coaches, could provide the degreee of continuity and level of skill necessary to provide consistently outstanding sports teams.<br><br>Unfortunately, the military coaches had other additional duties, as well as their primary assignments. Many were frequently unable to attend the Director's meetings, attend team practice, or oversee the many details of managing one team in any sport. The civilian head of the department, whose sole function is Director of Athletics for all sports, found that a great deal of necessary information; i.e. specific points of instruction for various sports, coordination of facilities and transportation, equipment issue, etc., somehow did not reach the team members it was intended for.<br><br>- Continued on next page - |

REVISION_____DATE:

PART 5 SEGMENT V

| T. O. Number | TEST ITEM |
|---|---|
| 3 | ---- continued from preceding page ----<br>Which of the following statements best describes the Athletic Director's problem and the most likely solution?<br>a. Routine, repetitive or similar tasks tend to broaden span of control and make the span easier to maintain. Thus, the Athletic Director should arrange for the assignment of more military personnel, whose additional duty will be to assist the present team coaches and, thereby, fill in the gaps and broaden the span of control.<br>b. The time available for supervision will affect the number of men or components a supervisor may effectively supervise. Therefore, this busy Director of Athletics should request the withdrawal of some of the part-time military coaches, so that he will have sufficient time to properly supervise the remainder.<br>c. Complex tasks requiring a high degree of interaction tend to narrow the span of control and make control more difficult to maintain. The Athletic Director, therefore, should request the assignment of military<br>- Continued on next page.- |

REVISION_____DATE:

PART 5 SEGMENT V

| T. O. Number | TEST ITEM |
|---|---|
| 3 | - Continued from preceding page -<br>personnel whose sole duty will be to coach one sport; thereby strengthening communications and, in effect, narrowing the Director's span of control to a more realistic degree.<br>d. None of the above.<br><br>Answer: c. |

REVISION_____DATE:

PART 5 SEGMENT V

| T. O. Number | TEST ITEM |
|---|---|
| 4<br>(EO-1) | Select the statement which correctly states the general rule of span of control.<br>a. As the number of subordinates increases arithmetically, the number of relationships increases by arithmetic progression<br>b. As the number of subordinates increases, the number of possible pairings by any single member increases by geometrical progression<br>c. As the number of subordinates increases arithmetically, the number of relationships increases by geometrical progression<br>d. All possible combinations of interactions are an arithmetical function of the increase in the number of subordinates.<br><br>correct answer: c |

REVISION_____DATE:

PART 5 SEGMENT V

| T. O. Number | TEST ITEM |
|---|---|
| 4 (EO-2) | Select from the following those statements which are determiners of span of control:<br>1. Size of the group in relation to the number of men needed for the task.<br>2. Experience of the group leader in relation to that of his subordinates.<br>3. Complexity of the task as viewed by the group leader.<br>4. The time available for carrying out the task.<br><br>a. (1) and (4).<br>b. (1), (2), and (4).<br>c. (1) and (3).<br>d. All of the statements are determiners of span of control.<br><br>correct answer: c |

REVISION_____ DATE:

PART 5 SEGMENT V

| T. O. Number | TEST ITEM |
|---|---|
| 7<br>(EO-2) | The list below contains combat and combat support type operations normally conducted by the Gunnery Department. Select the item(s) which is/are not homogeneous to gunnery operations.<br>1) Operation, maintenance and repair of armament.<br>2) Mine warfare.<br>3) CIC operation.<br>4) Antisubmarine search and attack.<br>5) Ammunition and explosives storage and handling.<br>6) Aviation ammunition handling.<br>a. 2) and 4) are not homogeneous to the Gunnery Department.<br>b. 1) and 5) are not homogeneous.<br>c. 3) and 6) are not homogeneous.<br>d. All the listed tasks are homogeneous to the Gunnery Department.<br><br>Answer: c. |
| | REVISION_____DATE: |

PART 5 SEGMENT V

| T. O. Number | TEST ITEM |
|---|---|
| 5<br>EO-1 | From the choices below select the statement which describes the importance of delegating authority.<br>a. Delegation of authority makes it possible to develop the skills and capabilities of subordinates as well as those of the person delegating<br>b. Delegation of specific grants of authority for specific duties makes it possible for a superior to cope with his responsibilities which frequently are numerous, complex, and time-consuming.<br>c. Delegation of formal authority permits subordinates to carry out their responsibilities with proper authority without diluting the overall responsibility of a superior.<br>d. All of the above.<br><br>correct answer: d |
| | REVISION_____ DATE: |

PART 5 SEGMENT V

| T. O. Number | TEST ITEM |
|---|---|
| 6<br>EO-1 | From the choices below identify those that form the organizing process:<br>1. Determine the task.<br>2. State the problem.<br>3. Obtain procedural authorization.<br>4. Establish task structure.<br>5. Assemble resources.<br>6. Coordinate manpower requirements.<br><br>a. (1), (2), (3), (4).<br>b. (2), (4), (5).<br>c. (2), (3), (5), (6).<br>d. (1), (4), (5).<br><br>Correct answer: d |

REVISION ____ DATE:

PART 5 SEGMENT V

| T. O. Number | TEST ITEM |
|---|---|
| 7<br>EO-1 | From the following select the proper procedure for establishing a task structure:<br>a. A list of tasks is constructed in view of expected time involved, practical grouping, and adjudged importance.<br>b. Grouped tasks are listed in subordination to the goal desired and with regard to proposed time involvement.<br>c. A list of timed tasks is structured to include grouping and the practicality of subordination.<br>d. Both (b) and (c) are correct.<br><br>Correct answer: a |

REVISION_____DATE:

PART 5 SEGMENT V

| T. O. Number | TEST ITEM |
|---|---|
| 7<br>EO-2 | Select the statement which best summarizes the reasons for uniformity of task assignment:<br>a. Uniformity permits the isolation of problems of a similar nature into groups that can be dealt with effectively.<br>b. Uniformity provides simplification of activities, organizational relationships, and procedures; structures the work logically; and standardizes the organizational structue.<br>c. Uniformity insures that activities, organizational relationships, and procedures are based on one fundamental plan; standardizes the organizational structures at all levels; and provides a complex and extensive basis for understanding the responsibilities within the organization.<br>d. Both (b) and (c) are correct.<br><br>correct answer: b |

REVISION_____DATE:

PART 5 SEGMENT V

| T. O. Number | TEST ITEM |
|---|---|
| 8 | Having been relieved on station off Vietnam, a DLG is steaming two days out of SRF Yokosuka, heading for a much needed R&R in Japan. At an all-officers' meeting the Captain announces that only five days in port will be available to complete necessary painting of the entire hull above waterline. The necessary additional paint has been requested in the Log Req (Logistics Requirements report).<br><br>The ship's First Lieutenant, now tasked with accomplishment of painting the side, consults with the ship's Bos'n and decides that 20 men per day will be required to paint ship in the five days available.<br><br>Which of the following statements describes the most effective assembly of personnel resources for the task?<br><br>a. Each of four divisions is tasked with providing five men per day. The ship's Bos'n will specify the men by name and will supervise all side-painters until the task is complete.<br><br>b. Each of four divisions is tasked with providing five men per day, plus one PO3 or above to supervise the men of his division. The ship's Bos'n will be responsible for overall supervision.<br><br>- Continued on next page - |

REVISION_____DATE:

| T. O. Number | TEST ITEM |
|---|---|
| 8 | - Continued from preceding page -<br>c. Each of four divisions will provide five men per day, plus one PO3 or above to supervise the men of his division. Since DCCS Johnson of the Engineering Department is the ranking enlisted man aboard, he will be responsible for overall supervision of the task.<br>d. None of the above.<br><br>Answer: b. |

REVISION_____DATE:

Question 28.

To ensure that all essential functions are recognized and assigned as the specific responsibilities of an appropriate organizational component is the objective of:

a. Planning
b. Organizing
c. Structure
d. Authority

Answer: b Ref: V-A.

Question 14.

ENS Hayes is tasked with computerizing the recordkeeping of ship's stores. He divides the large tasks into smaller, more manageable ones by determining who is available and able. He then groups them into practical units of activity; major, minor, and subminor. He locates documents that relate to his final recommendations, and personnel who have backgrounds in data processing and inventory. He establishes himself, by meetings and private consultations, as the leader of the effort and assures himself that his span of control is a manageable one.

ENS Hayes' activities demonstrate which one of the following terms?

a. Functional structuring
b. Programing
c. Organizing
d. Planning

Answer: c Ref: V-B.

Question 22.

Four basic defining characteristics of organizing relative to any organization are:

a. Capability of mission accomplishment
   Simplicity and comprehensiveness
   Continuity
   Economy

b. Structural
   Functional
   Support
   Command

c. Staff structure
   Line structure
   Sub-line structure
   Unit structure

d. Unity of command
   Span of control
   Levels of authority
   Delegation of authority

Answer: d Ref: V-B.

Question 15.

.....In this manner it becomes possible for each component to accept or reject the advice of others while maintaining a hierarchical reporting relationship to their respective superiors.

The above sentence describes which type of structure?

a. Line

b. Line and staff

c. Functional

d. Formal

Answer: b Ref: B-2.

Question 29.

The Deputy Base Commander has been assigned responsibility for the deactivation of the base and the transfer of its functions to another location. The Deputy's plan specifies that each function involved in the move will be commanded by one of his experienced officers, but that each officer will be responsible to a panel of other officers who in turn will be responsible to a centralized command composed of the Deputy's own aide and a newly assigned but experienced officer who has not yet been given specific duties. In turn, this last pair of officers will report to the Deputy himself.

Which principle of sound organization has the Deputy's plan specifically violated?

a. Delegation of authority
b. Considerations of span of control
c. Unity of command
d. None of the above

Answer: c Ref: V-B.2.

Question 17.

The number of levels of authority should be kept at a minimum so as to:

a. Facilitate communication

b. Narrow span of control

c. Permit delegation of authority

d. Facilitate careful planning

Answer: a Ref: V-B.3.

Question 19.

The statement, "As the number of subordinates increases arithmetically, the number of relationships increases by geometric progression," is most closely related to which of the following concepts of military management?

a. Unity of command

b. Delegation of authority

c. Span of control

d. Informal structure

Answer: c Ref: V-B.3.

Question 11.

Choose the one principle that is BEST described by the following list of characteristics:

1. Develops the skills and capabilities of subordinates
2. Permits subordinates to carry out their responsibilities without diluting the superior's overall responsibilty
3. Makes it possible for a superior to cope with his complex and time-consuming responsibilities

a. Span of control

b. Unity of command

c. Delegation of authority

d. Levels of authority

Answer: c Ref: V-B.4.

Question 2.

A marine helicopter squadron has been assigned the mission of recovering a downed pilot behind enemy lines. The Squadron Commander assigns his Operations Officer to direct the recovery. The Operations Officer issues specific orders to each pilot and supervises the pickup while his assistant directs the covering actions.

The Squadron Commander's action BEST illustrates which of the following principles?

a. Unity of command
b. Delegation of authority
c. Lines of authority
d. Span of control

Answer: b Ref: V-B.4.

Question 9.

In connection with an assignment to inventory the state of repair of aircraft at a naval air station, LTJG Birch performs the activities listed below.

1) Divides the mission into specific tasks to be performed, such as engine maintenance, life support equipment, communications equipment, and armaments.

2) Groups tasks into practical units of activities according to importance, subordination, and expected time of completion.

3) He then assures himself that he can effectively supervise the men who are to do the job, and requisitions the necessary resources to accomplish it.

Which of the following activities has LTJG Birch performed?

a. Programing

b. Determining homogeneity of tasks

c. Organizing process

d. Forecasting

Answer: c Ref: V-C.2.

Question 20.

The principle by which various related functions are grouped together in order to isolate recurring similar requirements and/or problems is known as:

a. Budgeting

b. Programing

c. Organization components

d. Honogeneity of tasks

Answer: d Ref: V-C.2.b.(2)

Question 21.

An administrative specialist has been assigned an advisory function aboard a surface unit of a friendly nation. He finds that each of the functions listed below is under the command of a separate officer, with separate clerical and supply support and separate report responsibilities. He recommends to the officer he is advising that grouping of tasks would result in substantial economies and increased efficiency.

After reading the list of separately administered functions, choose the grouping that would offer the BEST solution of the problem in line with the principle of homogeneity of tasks.

1) Berthing, messing and direction of personnel
2) Damage and casualty control
3) Operation of general mess
4) Operation and maintenance of ship's machinery
5) Repair of hull and machinery
6) Liaison with shore loading authorities
7) Power, lighting and water maintenance
8) Strategic and tactical planning
9) Health, sanitation and hygiene
10) Upkeep and maintenance of underwater fittings

a. 2, 4, 5, 7 and 8
b. 1, 3, 6, 8 and 9
c. 2, 4, 5, 7 and 10
d. 1, 3, 7, 8 and 9

Answer: c Ref: V-C.2.b.(2)

Question 23.

Which matching of terms and descriptions is correct?

| Column A | Column B |
|---|---|
| 1. Structure | A. Not implemented until some time in the future when necessary in order to meet the needs of some mission |
| 2. Contingency plan | B. Determine and list the tasks; group the tasks; provide leadership and resources |
| 3. Organizing process | C. The organizing frame of reference by which components of an organization are arranged |
| | D. The process of determining force and support level objectives and specifying the future actions to accomplish mission requirements |

a. 1-C, 2-B, 3-A

b. 1-C, 2-A, 3-B

c. 1-B, 2-A, 3-D

d. 1-B, 2-D, 3-A

Answer: b Ref: V-C.2.b.